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# **Recreational Transit Service to the California Santa Monica Mountains**

**Final Report  
April 1982**



**UMTA/TSC Evaluation Series  
Service and Methods Demonstration Program**

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16. Abstract  This is a report on a two-year demonstration of a subscription transit service to recreational areas outside a major metropolitan area. This report focuses on the second year of the demonstration, 1980. It supplements the Interim Report (UMTA-CA-06-0130-80-1) published in January 1980, covering operations in 1979. For 1980, the Southern California Association of Governments, in conjunction with the Santa Monica Mountains Conservancy tested the feasibility of providing a seasonal recreation transit service from low income urban areas in and near the city of Los Angeles to six parks located in the Santa Monica Mountains west of Los Angeles. The project was intended to measure the demand for such a service and to demonstrate its economic and operational feasibility. This report contains the following elements: an overview of the objectives, innovations, and key evaluation issues for the second year of the demonstration; a description of differences and similarities between the first and second years' operations; results of the 1980 evaluation and comparison with 1979; project impacts and problems encountered; a brief overview of a continuation of the service in 1981; and a description of the potential for future service in both Los Angeles and other settings.					
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## PREFACE

The Santa Monica Mountains Recreational Transit Project has been funded by the U.S. DOT, UMTA Service and Methods Demonstration (SMD) Program. As part of the demonstration, Crain & Associates, under contract to U.S. DOT, Transportation Systems Center (TSC), has prepared the following Final Report focusing on second year operations of the demonstration. This report supplements the Interim Report (UMTA-CA-06-0130-80-1) published in January 1980, covering first year operations.

The report is based on analysis of information gained with the cooperation of several people closely associated with the project. Sonya Thompson and Bruce Eisner of the Santa Monica Mountains Conservancy and Bill Anderson of the National Park Service were extremely helpful in performing this evaluation. Valuable assistance was also provided by Ralph Levy and Diane Goodwin of the Southern California Association of Governments (SCAG), Bill Bennett of the Southern California Rapid Transit District (SCRTD), and Joanne Bowsman--a CETA employee assigned to the program in 1980.

Bob Casey (TSC Evaluation Manager), Carla Heaton (TSC Technical Monitor), and Larry Bruno (UMTA Program Manager) offered guidance during the demonstration and valuable comments on a draft version of this report.

# METRIC CONVERSION FACTORS

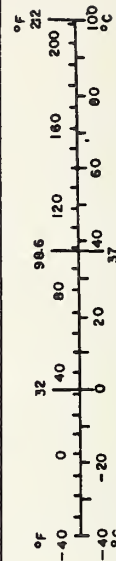
## Approximate Conversions to Metric Measures

Symbol	When You Know	Multiply by	To Find	Symbol
<b>LENGTH</b>				
in	inches	2.5	centimeters	cm
ft	feet	30	centimeters	cm
yd	yards	0.9	meters	m
mi	miles	1.6	kilometers	km
<b>AREA</b>				
in <sup>2</sup>	square inches	6.5	square centimeters	cm <sup>2</sup>
ft <sup>2</sup>	square feet	0.09	square meters	m <sup>2</sup>
yd <sup>2</sup>	square yards	0.8	square meters	m <sup>2</sup>
mi <sup>2</sup>	square miles	2.6	square kilometers	km <sup>2</sup>
	acres	0.4	hectares	ha
<b>MASS (weight)</b>				
oz	ounces	28	grams	g
lb	pounds	0.45	kilograms	kg
	short tons (2000 lb)	0.9	tonnes	t
<b>VOLUME</b>				
tsap	teaspoons	5	milliliters	ml
Tbsp	tablespoons	15	milliliters	ml
fl oz	fluid ounces	30	milliliters	ml
c	cups	0.24	liters	l
pt	pints	0.47	liters	l
qt	quarts	0.95	liters	l
gal	gallons	3.8	liters	l
ft <sup>3</sup>	cubic feet	0.03	cubic meters	m <sup>3</sup>
yd <sup>3</sup>	cubic yards	0.76	cubic meters	m <sup>3</sup>
<b>TEMPERATURE (exact)</b>				
°F	Fahrenheit temperature	5/9 (after subtracting 32)	Celsius temperature	°C

\*1 in = 2.54 (exactly). For other exact conversions and more detailed tables, see NBS Misc. Publ. 286, Units of Weights and Measures, Price \$2.25, SD Catalog No. C13.10-286.

## Approximate Conversions from Metric Measures

Symbol	When You Know	Multiply by	To Find	Symbol
<b>LENGTH</b>				
mm	millimeters	0.04	inches	in
cm	centimeters	0.4	inches	in
m	meters	3.3	feet	ft
m	meters	1.1	yards	yd
km	kilometers	0.6	miles	mi
<b>AREA</b>				
cm <sup>2</sup>	square centimeters	0.16	square inches	in <sup>2</sup>
m <sup>2</sup>	square meters	1.2	square yards	yd <sup>2</sup>
km <sup>2</sup>	square kilometers	0.4	square miles	mi <sup>2</sup>
ha	hectares (10,000 m <sup>2</sup> )	2.5	acres	ac
<b>MASS (weight)</b>				
g	grams	0.035	ounces	oz
kg	kilograms	2.2	pounds	lb
t	tonnes (1000 kg)	1.1	short tons	st
<b>VOLUME</b>				
ml	milliliters	0.03	fluid ounces	fl oz
l	liters	2.1	pints	pt
l	liters	1.06	quarts	qt
l	liters	0.26	gallons	gal
m <sup>3</sup>	cubic meters	35	cubic feet	ft <sup>3</sup>
m <sup>3</sup>	cubic meters	1.3	cubic yards	yd <sup>3</sup>
<b>TEMPERATURE (exact)</b>				
°C	Celsius temperature	9/5 (then add 32)	Fahrenheit temperature	°F



## TABLE OF CONTENTS

<u>Section</u>	<u>Page</u>
EXECUTIVE SUMMARY . . . . .	ix
1. INTRODUCTION. . . . .	1-1
1.1 Project Overview . . . . .	1-1
1.2 Scope of Work. . . . .	1-3
1.3 Project Objectives . . . . .	1-3
1.4 Project Innovations. . . . .	1-4
1.5 Evaluation Issues. . . . .	1-6
2. 1980 DEMONSTRATION CHANGES. . . . .	2-1
2.1 Organizational Roles . . . . .	2-1
2.2 Operations . . . . .	2-6
2.2.1 Parks Served. . . . .	2-6
2.2.2 Target Population . . . . .	2-11
2.2.3 Transportation Providers. . . . .	2-11
2.2.4 Level of Service. . . . .	2-16
2.2.5 Exogenous Factors . . . . .	2-20
2.3 Planning . . . . .	2-21
2.3.1 Grant Application Process . . . . .	2-21
2.3.2 Marketing and Publicity . . . . .	2-23
2.3.3 Pricing and Reservations. . . . .	2-25
2.3.4 Pre-Trip Presentation and Group Leader Orientation. . . . .	2-27
3. RESULTS. . . . .	3-1
3.1 Travel Behavior. . . . .	3-2
3.1.1 Level of Usage. . . . .	3-2
3.1.2 Characteristics of Participants . . . . .	3-6
3.1.3 Park Activities . . . . .	3-10
3.1.4 Non-Demonstration Service Trips . . . . .	3-11
3.1.5 Trips Denied. . . . .	3-13
3.2 Program Perceptions. . . . .	3-14
3.2.1 Transportation Service. . . . .	3-14
3.2.2 Park Perceptions. . . . .	3-16
3.2.3 Pre-Planning Activities . . . . .	3-17
3.2.4 Desired Changes . . . . .	3-18
3.3 Productivity and Economics . . . . .	3-19
3.3.1 Operational Effectiveness . . . . .	3-19
3.3.2 Project Costs . . . . .	3-20
3.3.3 Marketing . . . . .	3-34

## TABLE OF CONTENTS (Cont'd)

<u>Section</u>	<u>Page</u>
4. PROJECT IMPACTS. . . . .	4-1
4.1 External Resource Contributions . . . . .	4-1
4.2 Problems Encountered. . . . .	4-3
4.3 The MPO as Project Grantee. . . . .	4-6
5. FUTURE PLANS AND TRANSFERABILITY . . . . .	5-1
5.1 1981 Service. . . . .	5-1
5.2 Future Plans. . . . .	5-2
5.3 Transferability . . . . .	5-3

## APPENDICES

<u>Appendix</u>		
A	PRIVATE CHARTER OPERATOR REQUEST FOR PROPOSAL . . . . .	A-1
B	RTD-SCAG CONTRACT. . . . .	B-1
C	PROMOTIONAL MAILINGS . . . . .	C-1
D	RESERVATION-INFORMATION FORM . . . . .	D-1
E	PARK INFORMATION PACKET. . . . .	E-1
F	SURVEY QUESTIONNAIRES. . . . .	F-1
G	REPORT OF INVENTIONS . . . . .	G-1

## FIGURES

<u>Figure</u>		
1-1	SENIORS PREPARE FOR A TRIP TO POINT MUGU STATE PARK . . . . .	1-2
1-2	A YOUTH GROUP HEADS FOR THE BEACH. . . . .	1-5
2-1	DEMONSTRATION SETTING. . . . .	2-7
2-2	ORGANIZED GAMES AT WILL ROGERS STATE PARK. . . . .	2-10
2-3	SOME OF THE BUSES USED IN 1980 . . . . .	2-17
2-4	SCHEDULE OF EVENTS . . . . .	2-24
3-1	PARTICIPANT ORIGIN . . . . .	3-7
3-2	NPS RANGERS WITH A YOUTH GROUP . . . . .	3-12
4-1	IN FRONT OF THE WILL ROGERS HOUSE. . . . .	4-2

# TABLE OF CONTENTS (Cont'd)

## TABLES

<u>Table</u>		<u>Page</u>
2-1	OPERATOR SPECIFICATIONS. . . . .	2-15
3-1	TRIP STATISTICS BY PROVIDER. . . . .	3-3
3-2	NUMBER OF BUS TRIPS BY PARK DESTINATION. . .	3-5
3-3	DEMOGRAPHIC PROFILE OF PARTICIPANTS. . . . .	3-8
3-4	PARK ACTIVITIES. . . . .	3-11
3-5	DEMONSTRATION BUDGET-PHASE I . . . . .	3-21
3-6	DEMONSTRATION BUDGET-PHASE I AND II. . . . .	3-25
3-7	NATIONAL PARK SERVICE EXPENDITURES . . . . .	3-26
3-8	PROGRAM SUBSIDIES. . . . .	3-27
3-9	PROVIDER LABOR RATES . . . . .	3-29
3-10	PROVIDER CHARGES BY TRIP LENGTH. . . . .	3-30
3-11	TRIP CHARGES FOR SELECTED TRIP LENGTHS BY PROVIDER . . . . .	3-32
3-12	SUMMARY OF TRANSPORTATION CHARGES. . . . .	3-34





# EXECUTIVE SUMMARY

The Southern California Association of Governments (SCAG), in conjunction with the Santa Monica Mountains Conservancy (SMMC), tested the feasibility of providing a seasonal recreation transit service from low income urban areas in and near the city of Los Angeles to six parks located in the Santa Monica Mountains west of Los Angeles. Funded by a \$100,000 Service and Methods Demonstration (SMD) grant from the Urban Mass Transportation Administration (UMTA), the demonstration service offered access to outdoor recreational opportunities for a large portion of the region's population who are heavily dependent on public transportation. This was the second year of the demonstration, originally proposed in 1979 by the Santa Monica Mountains Comprehensive Planning Commission, forerunner of SMMC.

This report supplements the Interim Report (UMTA-CA-06-0130-80-1) published in January 1980, covering operations in 1979. Major changes in the service for 1980 included:

1. Service was offered to six parks instead of two.
2. The target origination area was expanded to include more of the City of Los Angeles and several transit dependent areas outside Los Angeles.
3. With expansion of service beyond the borders of Los Angeles County, the project grantee was changed from the Southern California Rapid Transit District (RTD) to SCAG, the area's regional planning agency.
4. The period of service was expanded to include spring and fall as well as summer.
5. Service was offered on weekdays (Wednesday through Friday) as well as weekends. Several overnight trips were also conducted.
6. Three private charter operators were included to supplement RTD service. This permitted weekday trips and trips to and from areas outside RTD's service area or inaccessible by RTD equipment.
7. The fare structure was altered to put it more in line with other subscription services. Fares were charged on a per bus rather than a per person basis, with the price of a bus set at \$75.

8. The National Parks Service (NPS) played a much more significant role, contributing \$89,000 in in-kind services.
9. Handicapped groups were encouraged to participate in 1980. Twenty-three groups used the program, consisting primarily of the mentally retarded, the hearing impaired, and the wheelchair confined. Many of these groups provided their own transportation to the parks.

The key issues in this demonstration concerned the level of demand, economic feasibility, and acceptability to the target population of a group subscription transit service designed to improve mobility of inner-city residents to recreational facilities outside the city. The service provided these residents, who have limited exposure to undeveloped open space and natural resources, the opportunity to learn about and enjoy the resources and activities available in mountain and seashore parks.

The following conclusions can be drawn from the second year of the Santa Monica Mountains Demonstration:

1. The transit service was less expensive in 1980, largely due to the lower costs of private operators and the elimination of an extra operator required by RTD in 1979 to help buses safely negotiate the winding entrance to Malibu Creek State Park. The average operating cost to the program of a round trip in 1980 was \$215 per bus--9% less than in 1979. 1980's average cost represents \$2.39 per vehicle mile, \$29.86 per vehicle hour, or \$4.89 per passenger. While variations in cost allocation formulas make comparisons difficult, the per passenger cost was 22% lower in 1980 than in 1979. Taking passenger revenues into account, the average program subsidy in 1980 was \$140 (\$215 less \$75). This was 29% less than 1979's average program subsidy of \$196 (\$234 less \$38).
2. Demand for the service was even higher in 1980 than in 1979. For the six month period from March 29 through October 18, 251 trips carried 10,900 people to the parks. This is a fourfold increase over 1979. Usage underestimates potential demand for the service due to capacity constraints, especially on weekdays. As many as 60 groups were on a waiting list halfway through the demonstration period.

3. As a result of an aggressive marketing campaign employing targeted publicity efforts and an expanded direct mail campaign to key organizations in the target areas of Los Angeles and the San Fernando Valley, the service again succeeded in attracting groups from low income, heavily transit dependent areas. Fifty-eight percent of the participants reported annual household incomes of under \$10,000.
4. Participating groups encompassed all age categories but were again dominated by youth and senior citizens' organizations. Forty-three percent of the participants were under 19, while 33% were 62 or over. As in 1979, about two-thirds of the participants were female.
5. Perceptions of the transportation to and from the parks were even more positive than last year. Group leaders reported that the bus was on time (91%), that the ride was pleasant and comfortable (95%), and that equipment accommodations were satisfactory (94%). Ninety-nine percent of the groups felt that the round trip price of \$75 was a fair price to pay.
6. All six parks were rated highly by participants. Activities most enjoyed included hiking, picnicking, and simply relaxing. Even fewer complaints were registered than in 1979.
7. Pre-trip planning activities, including reservations and group leader and participant orientation, were judged extremely enjoyable and successful in preparing groups for what to do and what to expect at the parks. Heavy involvement in these activities by the National Park Service greatly added to their success.
8. Most changes suggested during the 1979 demonstration period were successfully incorporated into the 1980 service. These included weekday service, overnight trips, spring and fall service, and service to more than just two parks. Very few changes were suggested by groups participating in 1980.
9. While 1980 was not without several minor problems, the only major difficulties encountered can be attributed to having SCAG as the grantee. SCAG is fundamentally a planning organization and was simply not prepared to administer this type of program. Long delays in the preparation and signing of contracts and in payments to transit operators threatened the service throughout the demonstration period, although fortunately no disruptions in service actually resulted.

10. Due primarily to lower than anticipated costs of service, approximately \$26,000 remained of the original 1980 \$100,000 grant. This money was used to continue the service into a third year, with 133 trips run through August. Plans are currently under way to secure funds to continue the service in 1982.



# 1. INTRODUCTION

## 1.1 PROJECT OVERVIEW

The Southern California Association of Governments (SCAG), in conjunction with the Santa Monica Mountains Conservancy (SMMC), implemented a seasonal recreation transit service from urban areas in and near the city of Los Angeles to six parks located in the Santa Monica Mountains west of Los Angeles.

Funded by a \$100,000 Service and Methods Demonstration (SMD) grant from the Urban Mass Transportation Administration (UMTA), the demonstration service provided access for a large portion of the region's population who are heavily dependent on public transportation to reach outdoor recreation opportunities. The primary focus of the demonstration was on improved mobility for inner-city residents. The service provided these residents, who have traditionally had limited exposure and access to open spaces and natural resources, the opportunity to become familiar with and appreciate the park scenery as well as to enjoy hiking, swimming, fishing, picnicking or just relaxing away from the city.

This was the second year that this service has been operated under an SMD grant. A complete evaluation of 1979 operations can be found in "Recreational Transit Service to the California Santa Monica Mountains"--an interim report prepared for the Transportation Systems Center (TSC) by Crain & Associates in January 1980 (Report No. UMTA-CA-06-0130-80-1).

1980 service was offered over a four month period from March 29 through July 27. As funds were still available at the end of the period, a second phase was initiated during which service continued through October 17.



FIGURE 1-1. SENIORS PREPARE FOR A TRIP TO  
POINT MUGU STATE PARK

## 1.2 SCOPE OF WORK

This report is intended as a supplement to the 1980 Interim Report previously referenced. Emphasis will be directed to changes in the conduct of the recreational transit service between 1979 and 1980. While the basic service concept was the same in 1980, there were significant changes in organizational involvement and roles, service operations, and planning.

The remainder of this chapter reviews those aspects of the demonstration that remained essentially unchanged in 1980; namely project objectives, innovations, and evaluation issues. Chapter 2 focuses on those aspects of the demonstration that were significantly changed for the 1980 program, as mentioned above. Chapter 3 presents the results of 1980's demonstration service, examining supply and demand elements and economic issues with particular emphasis on cost comparisons. Chapter 4 looks at project impacts both in terms of external organizations and particular problems encountered during the demonstration. Chapter 5 looks at plans for future service and issues in transferability of key project concepts to other locations.

## 1.3 PROJECT OBJECTIVES

The primary objective of the Santa Monica Mountains demonstration was to test the feasibility of providing a seasonal transit service from heavily transit-dependent areas in Los Angeles to parks in the Santa Monica Mountains previously accessible only by automobile.

The demonstration addressed two SMD objectives:

1. Improving mobility of the transit dependent (in this case, primarily low income citizens), and
2. Increasing transit coverage.

This demonstration project has also provided experience and data needed to develop a comprehensive recreational transit system to serve these parks and the broader Santa Monica Mountains National Recreation Area of which they are part. It is possible that a permanent and perhaps more extensive recreational transit service will be initiated in the future for the purpose of making these park lands accessible to all the public as well as to provide relief from problems related to auto congestion, air quality, and energy conservation.

More specifically, significantly expanded transit services could potentially serve three distinct roles in the Santa Monica Mountains:

1. Make the recreation resources in the National Recreation Area (NRA) accessible to transit-dependent groups in the Los Angeles area;
2. Provide a traffic-operational solution to traffic congestion recurring in and near the NRA through the year, but especially encountered during the summer months and often felt most severely on weekends; and
3. Provide for internal circulation in and around the NRA to those who have no auto available.

## 1.4 PROJECT INNOVATIONS

Although numerous SMD projects are underway to expand and improve transportation services for various categories of transit-dependent persons, the Santa Monica Mountains project was one of only two SMD projects operating in 1979-80 directly targeted to the transportation needs of inner-city residents (the other was in Bridgeport, Connecticut).

Principal characteristics of the service were as follows:

1. The service linked transit-dependent populations of the Greater Los Angeles Metropolitan area with recreation opportunities in the Santa Monica Mountains;





FIGURE 1-2. A YOUTH GROUP HEADS FOR THE BEACH



2. It was a seasonal transit service, operating on summer weekend days only in 1979 but expanded to spring and fall and weekday service in 1980;
3. The service operated as a demand-scheduled service for pre-arranged community/youth groups; and
4. The service employed public transit vehicles only in 1979 but expanded to include private transit operators in 1980.

This service is one component of the overall transportation policy for the Santa Monica Mountains NRA as detailed in the 1978 Santa Monica Mountains Comprehensive Plan. The transportation element is being developed in concert with an aggressive land acquisition program, currently being pursued by the National Park Service (NPS) and the SMMC.

## 1.5 EVALUATION ISSUES

Six key issues were identified in this demonstration. These are listed below along with the major dimensions of each issue addressed in this report:

1. Travel Demand

Level of usage, characteristics of users, park activities engaged in, trips that would be made without service, trips denied;

2. User Satisfaction

Overall perceptions of service, perceptions of parks/facilities/group activities/individual activities, perceptions of cost/travel time/convenience and punctuality of pickups and dropoffs, adequacy of orientation programs, likelihood of using service again, likelihood of going to parks on own;

3. Operational Effectiveness

Equipment suitability, condition of roads, execution of pickups/dropoffs, schedule reliability;

4. Marketing Effectiveness

Suitability and cooperation of organizations used, public relations activities, advertising media;

5. Costs

Direct operating expenses, marketing, labor, managerial, supervisory, leadership training, participant pretrip orientation; and

6. Exogenous Factors

Effects of excessive heat on usage, fire-related restrictions on service.

The specific data collection activities employed to evaluate these issues are described in Appendix F. Results of the evaluation are detailed in Chapter 3. This report will focus primarily on changes that occurred in 1980 and on comparison of the expanded transit service operated in the second year of the demonstration.



## 2. 1980 DEMONSTRATION CHANGES

This chapter describes those aspects of project development and operations that underwent significant changes between the first and second years of service operation. These changes are grouped under three headings: Organizational Roles, Operations, and Planning.

### 2.1 ORGANIZATIONAL ROLES

Organizations with new or modified roles in 1980 were:

Southern California Association of Government (SCAG) - Whereas the Southern California Rapid Transit District (SCRTD) was the grant recipient in 1979, this role was assumed by SCAG in 1980. SCAG is the largest of nearly 700 regional councils of government which exist throughout the United States. It serves a region that has more than 10 million residents and covers over 38,000 square miles. The Association's membership is composed of the governments of six counties--Imperial, Los Angeles, Orange, Riverside, San Bernardino, and Ventura--as well as the governments of cities within these counties.

SCAG was responsible for administrative and budgetary control of the project by coordinating all aspects of the service from the planning phase through the operating and evaluation phases. SCAG reported to UMTA on project operations and status, and provided the evaluation contractor with data required to evaluate the demonstration.

While SCAG is a planning organization with little experience in the implementation of programs, the combination of expansion of demonstration services beyond the jurisdiction of any single city, the availability of experienced consultants to assume

day-to-day operational aspects of the service, RTD's inability to contract with private operators, and UMTA's desire to test the feasibility of the MPO as an SMD grant administrator, made SCAG a logical choice for the role of grantee for the demonstration in 1980. In addition, SCAG was significantly involved in the preparation of SMMC's Recreational Transportation Planning Study and Report.

Unfortunately, SCAG's lack of implementation experience led to numerous problems in the conduct of the demonstration. These are discussed in detail in Section 4.3.

Santa Monica Mountains Conservancy (SMMC) - SMMC served as a project consultant to SCAG. SMMC provided extensive in-kind services to the project. These included preparation of the grant application; marketing of the program through development of contacts with community organizations, local city recreation departments, political leaders, and local media; coordinating the reservations system; assisting participating organizations in selecting specific program services for their groups; and acting as principal liaison between the major organizations involved in the service. To avoid confusion, the name Santa Monica Mountains Recreational Transit Program (SMMRTP) was used in all dealings with the public.

SMMC is the successor agency to the Santa Monica Mountains Comprehensive Planning Commission (SMMCPC) which served a similar function for the 1979 demonstration. Its primary mission is to aid the National Park Service in acquisition of lands for the National Recreation Area. SMMC personnel directly involved were the same throughout the two year demonstration period.



National Park Service (NPS) - NPS had a greatly expanded role in the 1980 demonstration, contributing \$89,000 in salaries and in-kind services. The bulk of these funds supported nine seasonal park rangers hired specifically to work with groups using the demonstration transit service. These rangers assumed the park orientation functions provided primarily by SMMCPC and the California Department of Parks and Recreation in 1979, consisting of speaking to participants in their own communities prior to their trip to the parks and offering pre-trip orientation to group leaders at the parks. In addition, the rangers conducted guided nature walks for all interested groups at the parks, thereby formalizing a popular service offered in 1979 by SMMCPC project leaders and other volunteer guides. NPS also provided office space for operating the transit service reservation system, coordinated several publicity generating special events at the parks, and cooperated enthusiastically with the demonstration evaluation contractor.

Transit Providers - Whereas transit service in 1979 was provided exclusively by SCRTD, service provision was expanded in 1980 to include three private charter service operators. Reasons for this change included 1) service expansion--RTD was unable to provide buses on weekdays (for which last year's evaluation found substantial demand), nor could it operate buses in several areas added to 1980's demonstration service; 2) equipment suitability--smaller, more maneuverable buses than RTD's full size coaches were better suited to operating over steep and winding roads encountered in and near several of the parks; 3) diversification--it was hoped that having more operators would in the short run increase the back-up capability in case of emergency, and in the long run increase the likelihood of continued service beyond the demonstration period; and 4) cost--it was anticipated that private carriers would provide less costly service due to lower labor rates, lower overhead, and cheaper equipment.

SCAG employed competitive bidding to select private operators, specifying the type of service desired, approximate dates, and locations. Of seven bids received, three operators were selected to participate: Associated Charter Bus Company (Southern California's largest charter operator), Safeway Lines and Tour Company, and Watts Labor Community Action Committee (a wholly-owned minority firm). Criteria for selection included cost, bus availability, type of equipment, and areas to be served. More complete descriptions of contracts entered into and services offered by the various providers appear in subsequent sections of this chapter.

Comprehensive Employment and Training Act (CETA) - CETA funded a full-time and two (sequential) part-time positions to operate the program's reservation system. Duties included handling all reservations, bus and staff scheduling, bus fee receipt and deposit, and daily coordination with bus companies and cooperating agencies.

Organizations directly involved in 1980's demonstration with roles unchanged from 1979 were:

Urban Mass Transportation Administration (UMTA) - As administrator of the SMD program, UMTA worked with SCAG and SMMC on modifications of the original demonstration service, awarded the grant, monitored all aspects of the project, and approved project expenditures and contracts.

Transportation Systems Center (TSC) - As part of the U.S. Department of Transportation, TSC is responsible to UMTA for evaluation of all SMD projects. TSC specified the desired scope and budget of the evaluation. TSC also reviewed the evaluation memorandum, all data collection instruments, and the draft final report.

Crain & Associates, Inc. (C&A) - As evaluation contractor to TSC for this demonstration, C&A prepared an evaluation memorandum, coordinated with SCAG and SMMC on conduct of the demonstration, monitored data collection, performed data analyses, and prepared evaluation reports (monthly, final).

In addition to the foregoing organizations directly responsible for conducting the demonstration, SCAG and SMMC involved numerous other organizations in various aspects of planning, promoting, and operating the service. Among these were:

California Department of Parks and Recreation - Manages four of the parks used by the transit program--Malibu Creek, Point Mugu, Leo Carrillo, and Will Rogers (see the next section for a description of the parks used in 1980). The Department was cooperative in making minor modifications necessary for safe operation of buses at the parks, and for the comfort and convenience of program participants. These included: restoration of flood-damaged group camping areas, camp repairs, increased numbers of portable toilets, and provision of drinking water in group use areas. With the expanded role of the National Park Service in 1980's demonstration, the 1979 contributions of the Department's Urban Interpretive Program Unit were no longer needed.

Los Angeles County Department of Parks and Recreation - Manages Tapia County Park. The County Parks staff was very cooperative in helping groups enjoy this park in both 1979 and 1980.

California Conservation Project ("The Tree People")- Operates Coldwater Canyon Preserve for the City of Los Angeles. The Tree People provided a three hour environmental education experience for the several groups visiting this park, with options to learn neighborhood beautification, tree planting, or other community oriented projects.

## 2.2 OPERATIONS

### 2.2.1 Parks Served

In 1980 service was expanded to include six different parks in the Santa Monica Mountains. Two of these, Malibu Creek State Park and Tapia County Park, were the destinations of all 1979 trips. During "Phase I"\* of the 1980 program (March 29-July 27), three new parks were added: Leo Carrillo State Park, Point Mugu State Park, and Coldwater Canyon Preserve. In "Phase II" (July 28-October 18), a sixth park--Will Rogers State Park--was substituted for Malibu Creek Park, which is frequently closed due to extreme danger of fire at this time of year.

The six parks are interspersed throughout the Santa Monica Mountains, generally north and west of the City of Los Angeles at distances ranging from 10 to 50 miles from the Los Angeles CBD. Exact locations of the parks are shown on the map in Figure 2-1.

None of the six parks is reachable by regularly scheduled public transportation. RTD does have an extra fare line out the coast highway (California Route 1) as far as Zuma Beach, about six miles short of Leo Carrillo State Park (see Figure 2-1). In addition, RTD buses running out Sunset Boulevard to Santa Monica pass within a mile of Will Rogers State Park.

A brief description of each park follows:

Malibu Creek State Park occupies over 4,000 acres of wilderness in the central part of the Santa Monica Mountains, about 35 miles west of downtown Los Angeles. The park is extremely rugged with 2,000 foot high mountain peaks, steep-walled canyons, rocky slopes, grass-covered hillsides, woodland streams, and a large lake. The park is the least developed of any park included in the program,

\*Phase I refers to the original 1980 demonstration period. Funds remaining at its conclusion permitted a second phase later in the summer and into the fall.



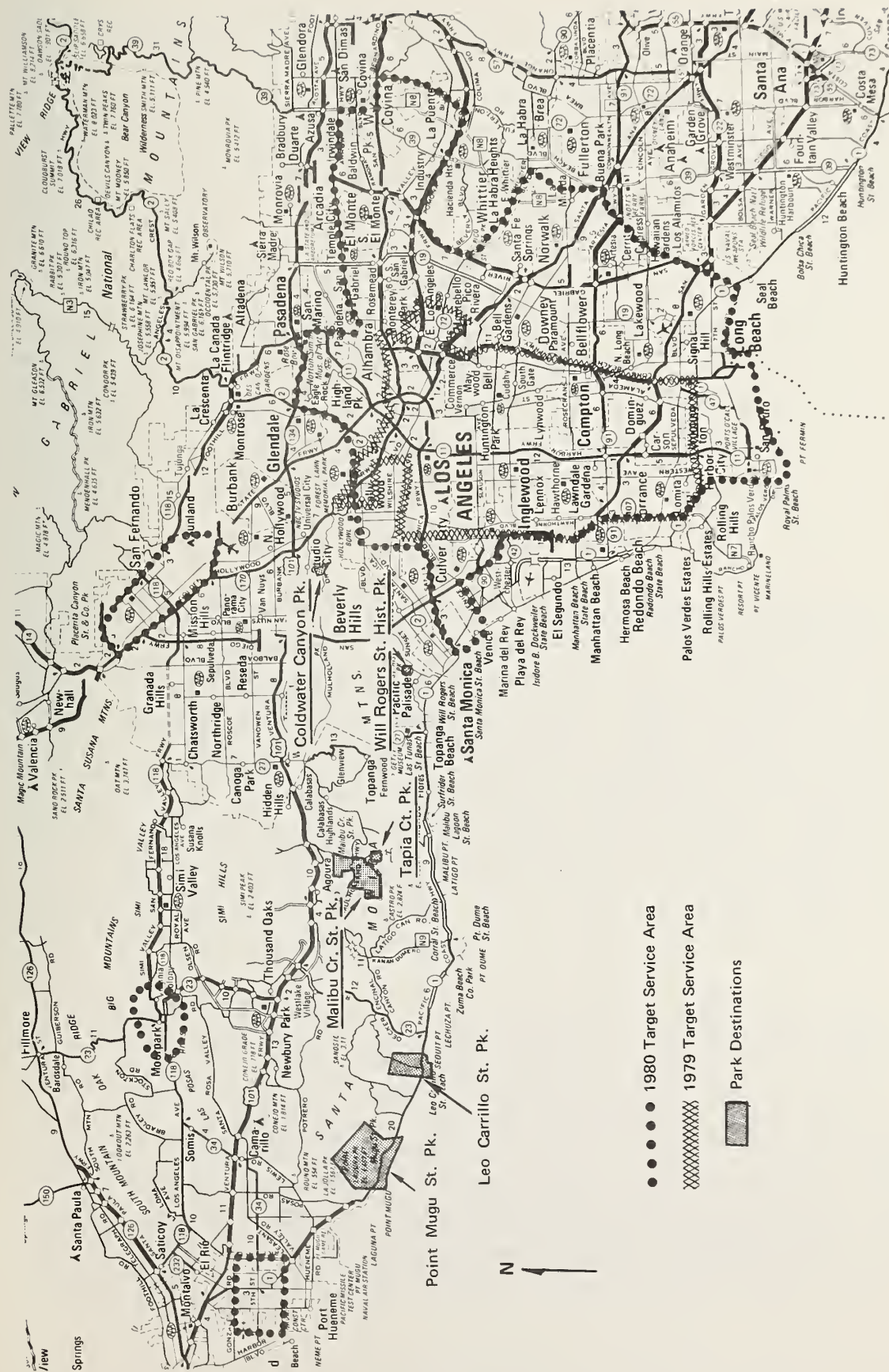


FIGURE 2-1. DEMONSTRATION SETTING



with very limited facilities and no roads open to the public beyond the entrance station parking lot. Drinking water is available only at the park entrance. The weather is typical of most Southern California areas near to but not right on the coast: clear dry days with occasional morning fog; daytime temperatures in the 60's and 70's in the winter up to the 90's and even low 100's in the summer, (Malibu is often closed in late summer and early fall due to extreme fire danger) cool nights year-round; 20-25 inches of rain a year, almost all from November through April. Malibu is especially suited to nature-oriented activities, including hiking, swimming, fishing, environmental education, or simply viewing the natural beauty of the mountains. In addition, several movie and television sets located within the park are popular attractions for visitors.

Tapia County Park is a small park located just a half mile south of the entrance to Malibu Creek Park. Although just a few acres, Tapia also has wooded areas, rocky slopes, and a year-round stream. Tapia has more facilities than Malibu, with barbecue grills, group picnic sites, drinking fountains, and a prepared dirt ballfield. Tapia is best suited to large organized picnics where food can be cooked at the park, group sports activities such as softball or soccer, limited hiking and exploration, wading in the creek, organized arts and crafts (must be provided by visitors), and general relaxation.

Leo Carrillo State Park is located on the coast about 40 miles from downtown Los Angeles. The park contains both beach and mountain terrain, thus offering many of the same activity opportunities as Malibu Creek Park, as well as swimming and other beach oriented activities. The interior of the park is basically undeveloped. The beach area has facilities similar to the larger Los Angeles area beaches except for concessions. Leo Carrillo is the only park served by the demonstration with overnight camping.

Point Mugu State Park is located on the coast in Ventura County at the extreme western end of the Santa Monica Mountains, about 50 miles west of Los Angeles and 10 miles southeast of Oxnard. This is the largest park in the Santa Monica Mountains covering 13,000 acres. There is a lengthy stretch of coastline within the park varying from sandy beach to areas of virtual inaccessibility. The interior is totally undeveloped, containing mountains, two major canyons, large stands of oak and sycamore trees, and some virgin meadow lands (although due to its size, many features of the park interior were essentially inaccessible to groups participating in the demonstration service). Point Mugu offers the same variety of activities as does Leo Carrillo, although overnight camping is not permitted.

Coldwater Canyon Preserve is a small park at the eastern end of the Santa Monica Mountains just 10 miles northwest of downtown Los Angeles. This park is quite different from other parks in the mountains in terms of purpose and activities. The land was donated to the public for use as an educational facility. Programs in tree planting, gardening, conservation, and other environmentally oriented subjects are conducted at the park by volunteer rangers and the California Conservation Project (the "Tree People"). Demonstration trips to Coldwater Canyon were more structured and less purely recreational in nature than trips to other parks.

Will Rogers State Park is located in the southeast corner of the Santa Monica Mountains just north of the city of Santa Monica, and about 15 miles west of downtown Los Angeles. The park is less rugged than Malibu Creek Park or the two beach parks. It features green meadows, woodlands, and is traversed by numerous shaded hiking trails. Will Rogers has ample facilities for games and other organized group activities. It also features the 1930's home of actor/cowboy/philosopher Will Rogers.





FIGURE 2-2. ORGANIZED GAMES AT WILL ROGERS STATE PARK

### 2.2.2 Target Population

In 1980, the primary target areas for demonstration service were substantially expanded from 1979. Figure 2-1 shows the areas of eligibility and the five parks for reference. In addition, the figure shows the 1979 target area superimposed on the 1980 area. It can be seen that within Los Angeles, the boundaries were pushed out in virtually all directions except to the west, with most of the new area being to the east of the 1979 target area. While transit dependence was still the major eligibility criterion, primarily low income areas were again selected as a surrogate for areas of heavy transit dependence.

In addition to the Los Angeles market, low income areas of the San Fernando Valley were included as well as Moorpark and Oxnard to the west in Ventura County. For reasons of distance, all trips to Point Mugu State Park originated in Ventura County. Groups from Los Angeles and the eastern San Fernando Valley desiring a beach park went to Leo Carrillo State Park.

### 2.2.3 Transportation Providers

1980 service featured the use of private operators as well as SCRTD--1979's demonstration grantee and sole provider of transit service. This section describes each transit provider in 1980 including equipment used and conditions of services. Cost data are deferred to Section 3.3.2.

2.2.3.1 RTD - Although no longer the grantee nor the sole provider of transit service, RTD continued in 1980 as a primary provider, accounting for 29% of all trips (38% in Phase I). RTD used the same buses as in 1979--1973 air conditioned Flxibles with 45-seat capacity. However, except for the first five trips of 1980 (March 29, 30, April 5), which were operated with funds remaining from the 1979 UMTA grant and thus under its terms, the conditions of service were somewhat altered.



California Senate Bill No. 1181 (enacted July 6, 1979; effective January 1, 1980) gave RTD the authority to operate limited charter service. This eliminated three requirements of operation that contributed to occasional confusion and inconvenience in 1979. These were: 1) that all operations be conducted over regular RTD routes within the city of Los Angeles; 2) that all pickups and dropoffs be made at regular RTD stops; and 3) that fares be collected on a per passenger basis at the time of the trip. A fourth requirement--that all buses must be open to anyone and not just to group participants--failed to cause any difficulties as routes and times of demonstration trips were not publicized in any way. It was also anticipated that the establishment of a charter service group would further reduce cost by spreading administrative costs for this type of service over a broader base.

RTD's charter service plans proceeded too slowly to be put into effect for 1980 demonstration service, and in fact were abandoned altogether over legislative restrictions causing disputes with private carriers. However, the service was run throughout the 1980 demonstration period (excluding the first five trips) under "proposed charter rules." Most of these rules were restrictions imposed by Federal or state laws, or by the enabling legislation itself, and were not directly applicable to the proposed demonstration service. Two provisions that were applicable were the restriction of charter operation to RTD's regularly scheduled district area (preventing service to Point Mugu State Park), and the method by which rates were to be set. The latter provision required that RTD set its rates no lower than the average rates of the three largest charter operations in the area.

Thus, for all intents and purposes, the transit service provided by RTD this year was a standard charter service, comparable in service delivery to that provided by other charter



operators. This is reflected in the contract signed between RTD and SCAG, a copy of which appears as Appendix B to this report. Notable features of the contract include Paragraph 5 (compensation), 8 (hold harmless clause), 11 and 12 (termination), and Appendix A (Scope of Work).

Compensation will be discussed in detail in Section 3.3.2 of Chapter 3. Basic terms included an hourly rate (for RTD \$41 for the first five hours, \$31 for the next three hours, and \$36 for any additional hours), a minimum charge (\$205), and a cancellation fee (\$80 for service cancelled less than 48 hours in advance of the pick-up time).

The "hold harmless" clause provided that neither RTD nor SCAG assumed any liability for negligent performance of the contract by the other party.\*

The termination paragraphs authorized SCAG to terminate the contract in whole or in part either for cause or at its convenience with 10 days written notice to RTD. RTD was to be relieved from fulfilling the contract in the event of a strike, or any other reason "beyond its control."

Finally, the scope of work appended to the contract specified details of service to be provided by RTD. Important conditions of the work scope included RTD's authority to select the type and amount of buses for any trip, no service on weekdays or legal holidays, no trip duration of over 10 hours, and a guaranteed response time of one hour to repair or replace a bus in the event of a breakdown. The scope of work also included requirements that SCAG make reservations (with all necessary information) at least ten days in advance (or incur a cancellation charge), provide a group leader for each bus, and provide a park ranger to assist all buses entering Malibu Creek Park.

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\*A major reason for this clause was to protect RTD from any losses arising out of Section 13(c) claims against it. See Section 2.3.1 for details.

2.2.3.2 Private Operators - Three private operators accounted for 71% of all 1980 trips (62% in Phase I and all but one of the 63 trips in Phase II). Benefits of having private operators included: 1) service expansion--private operators permitted week-day service and service to parks beyond RTD's legal operating limits (Point Mugu State Park was the only park in this category actually served); 2) equipment suitability--smaller buses were better suited to rough terrain and winding roads than RTD's regular transit buses; 3) diversification--having more operators increased back-up capability in case of an emergency and set the stage for continuation of service beyond the demonstration period (see Sections 5.1 and 5.2); and 4) reduced cost--private operators provided less costly service due mainly to lower labor and overhead costs (see Section 3.3.2 for comparisons).

SCAG issued a request for proposal (RFP) on March 4, 1980 describing the locations, approximate dates, and type of service desired. A copy of the RFP is included in Appendix A to this report. Seven bids were received by the March 28th deadline. Three operators were selected to participate: Associated Charter Bus Company (the largest charter operator in the area), Safeway Lines and Tour Company, and Watts Labor Community Action Committee (a minority owned enterprise). Nine separate criteria were used to evaluate proposals and select participants: responsiveness to the RFP, carrier experience, type(s) of bus(es), size of bus fleet, bus availability, back-up capability, areas to be served, capacity and cost.

Table 2-1 indicates for each carrier selected the type(s) of equipment used for demonstration trips, size of total bus fleet, areas to be served and rates for an 8 hour 100 mile trip (as requested in the RFP). RTD is included in the figure for comparison purposes.

TABLE 2-1. OPERATOR SPECIFICATIONS

<u>Operator</u>	<u>Equipment Type(s)</u>	<u>Fleet Size</u>	<u>Service Area</u>	<u>100 Mile, 8 Hour Rate</u>
Associated Charter Bus Company	School buses (44 and 52 passenger)	1200	Entire target area	\$178
Safeway Lines and Tour Company	Crown School buses (58 passenger) and GMC highway coaches (45 passenger)	50	Los Angeles County (east of Santa Monica and south of Hollywood)	\$196
Watts Labor Community Action Committee	MC-5 (39 passenger) and MC-7 (49 Passenger) highway coaches (all with restrooms)	4	South Central Los Angeles	\$250
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RTD	Flxible transit coaches (45 passenger)	2500	City of Los Angeles	\$317

Each of the private carriers signed a contract with SCAG setting forth the terms under which service was provided. These contracts were virtually identical to each other and to the contract signed with RTD. Differences included: 1) price (see Table 2-1 and Section 2.3.2); 2) cancellation fees (less than 48 hours prior to trip)--\$80 for RTD; \$50 for the private operators; 3) billing period--monthly for RTD; bi-weekly for private operators; 4) minimum reservation lead time--ten days for RTD and Safeway, two days for Associated and WLCAC; 5) equipment (see Table 2-1); 6) service area (see Table 2-1); and 7) service period--weekends only for RTD; weekdays only for Safeway; all days for Associated and WLCAC. In addition, the paragraph relieving RTD from its obligation to fulfill the contract in the event of a strike or other action beyond its control was not included in the contracts with the private operators.

#### 2.2.4 Level of Service

In addition to the inclusion of four new parks, the expansion of geographic boundaries of target areas and changes in the actual transportation service provided, several other increases in level of service characterized 1980's demonstration.

First, the addition of private operators permitted several modifications. Weekday service was a notable addition--64% of the groups participating in 1979's program indicated they would use the service if it were offered on weekdays. Capacity constraints prevented RTD from providing buses on weekdays either year. This was a major benefit of adding private carriers. In addition, Point Mugu State Park as well as the target areas in Ventura County were beyond RTD's legal service area and thus could be served only by private carriers. Finally, the use of four carriers instead of one to cover a wide portion of the Los Angeles area reduced the amount of deadheading required between garages and group pickup/dropoff points.





FIGURE 2-3. SOME OF THE BUSES USED IN 1980



Second, 1980 service was expanded to cover spring and fall as well as summer. All but one of 1979's groups expressed a desire for service beyond the summer months. Certainly part of this desire was due to discomfort caused by excessively hot summer days common to the parks in the interior of the Santa Monica Mountains (Malibu and Tapia). While spring service was also proposed in 1979, delays forced postponement of service initiation until June 16. Service commenced on March 29 in 1980--two and one-half months earlier than the previous year. Phase I service terminated on July 27--about three weeks earlier than in 1979. This was due to the desire to balance the service period between the spring and summer and to the threat of fire throughout the Santa Monica Mountains from August into the fall. However, as already noted, sufficient funds remained available at the end of Phase I to extend service into the fall.

Service resumed on a regular basis on August 19 and ran through October 17. As already noted this is typically a period of high fire danger in the Santa Monica Mountains, especially away from the coast. To prevent disruptions in service due to park closings, no trips were scheduled to Malibu Park in Phase II. Will Rogers State Park was added to the program for the fall. Due to its small size and proximity to fire fighting equipment, Tapia Park is rarely closed even in peak fire season, and was retained as a service destination for Phase II.

Third, the addition to the demonstration of nine full-time rangers hired by the National Park Service allowed a more extensive program of guided activities at the parks and a more formalized program of pre-trip orientation for group leaders and participants. Although these were also key features of 1979's demonstration, much of this work was done on a volunteer basis. As a result, there was often a shortage of qualified personnel in 1979, especially at the parks.

Fourth, limited overnight camping trips were offered to Leo Carrillo Park. The lack of camping facilities at Malibu or Tapia Parks prevented this in 1979, although many groups inquired about the possibility of overnight trips. Five such trips were conducted in 1980. Several more could have been accommodated if requested.

Finally, limited service was offered in 1980 to groups with predominantly handicapped members. The availability of transit equipment better suited to the needs of the handicapped and the availability of two rangers trained in sign language made this possible. Ten handicapped groups used 12 buses in Phase I with another seven groups providing their own transportation. In Phase II, 13 groups used 14 buses with four more providing their own transportation. The most prevalent handicaps were hearing impairments and mental retardation. Groups with wheelchair-bound persons either had members carried onto the buses and chairs brought separately, or provided their own lift-equipped vehicles.

Three changes in service in 1980 represented at least potential decreases in the level of service. First, the maximum number of trips on any one day was reduced from five to four (three to Malibu Creek Park), due to the number of rangers available (two rangers were assigned to each group; the ninth ranger was handicapped and always worked as an assistant to other rangers). However, with the addition of weekday service, trips were offered five days a week (Wednesday through Sunday) instead of just two, so the total available trips on a weekly basis actually increased from ten to twenty or by 100%.

Second, while an organization was encouraged to send more than one group to the parks, in a few instances such multiple group organizations were asked to limit the number of participants to one or two buses in an effort to accommodate as many different organizations as possible (see Section 3.1.5 for more detailed information on trips denied).

Finally, "enforcement" of maximum group size (defined in terms of space reserved in advance) was more stringent in 1980. On three occasions in 1979, groups were too large for the number of buses they had reserved, despite being warned against this. In each instance, RTD provided an extra bus on the spur of the moment--a costly service. In 1980, maximum allowable group size per bus was made more explicit to participating groups. As a result, on only two occasions was a group too large to be accommodated. In each instance, the bus sent was smaller than that reserved, and another bus was required. This was done at no cost to the program, although it caused major inconvenience for the affected groups.

#### 2.2.5 Exogenous Factors

Over the two year course of the demonstration, several unforeseen events impacted level of service, travel behavior, or operating conditions and costs. In 1979, the major unanticipated events consisted of delays in the grant application process, delaying marketing efforts and service introduction by about two months; the requirement by RTD's Transportation Department that an employee other than the driver direct all RTD buses around blind corners at the entrance to Malibu Creek Park; and the occasional closure of Malibu Creek Park due to danger of fire (this being anticipated as a likely occurrence sometime during the demonstration period, but unanticipated on any given day).

Although 1980's program was again initiated under a letter-of-no-prejudice prior to the approval of the grant (see Section 2.3.1 for a full description of the grant application process) essential planning activities were started sufficiently early that no delays in service introduction were experienced. However, marketing activities were somewhat delayed, which probably helped account for the relatively low demand experienced during the first month of the demonstration.

The need for an extra operator to help direct RTD buses at the entrance to Malibu Creek Park was eliminated in 1980 by having one of the NPS park rangers perform this function. Since these rangers worked with all groups, there was always somebody available when the bus or buses arrived. This change represented a significant savings to the program (see Section 3.3.2 for details on costs).

Malibu Creek Park closures due to fire danger necessitated last minute park destination changes on five different days during Phase I (March 29 to July 27--no trips were scheduled to Malibu in Phase II), all within an eight day period in late July (17, 18, 19, 23, and 24). Nine groups were affected, with seven being re-routed to Point Mugu, one to Tapia, and one to Leo Carrillo. No trips were cancelled as a result of park closures.

## 2.3 PLANNING

### 2.3.1 Grant Application Process

The grant application for 1980 demonstration service was submitted somewhat earlier than in 1979 in the hope of avoiding start-up problems resulting from delays in the process. Once again, however, a revised application was required, reducing the size of the grant from \$191,040 to \$98,180.\* To facilitate the spring start-up of 1980 service, a letter-of-no-prejudice was issued on March 20.

An early approval of the grant was also sought from the Department of Labor in accordance with Section 13(c) of the UMTA Act of 1964 (as amended). Specifically, Section 13(c) requires

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\*The eventual grant was in the amount of \$100,000, with the additional \$1,820 used for data collection.



the Secretary of Labor to determine that all arrangements have been made to ensure that no mass transit employee's position will be worsened as a result of the grant. While there were no major substantive problems in gaining such approval in 1979, the process is typically extremely time consuming.

In 1980, with no major alterations in the service that might adversely affect transit employees, it was again anticipated that unions would readily endorse the project. The only issue to be resolved concerned the source of the letters of agreement. In 1979, as grantee it was natural for RTD to send the letters. In 1980, RTD suggested either of two alternatives: 1) that as grantee, SCAG send the letters; or 2) that RTD send the letters upon signature by SCAG of a "hold harmless" agreement with RTD. Such an agreement would specify that SCAG "indemnify and hold SCRTD harmless from and against losses on account of any Section 13(c) claims against the district."

After some time consuming debate, SCAG chose the second alternative and signed the hold harmless agreement on January 10. No further delays were encountered, and in fact, the process was accomplished much faster than is usually the case. The letters of agreement were sent January 14 to the three potentially affected unions--Amalgamated Transit Union; Brotherhood of Railway, Airline and Steamship Clerks; and United Transport Union. The unions had all signed the agreements by late February. DOL approved the agreements immediately thereafter and forwarded their certification to UMTA. Final grant approval by UMTA occurred on May 20.

By the end of the initial service period in July, as a result of lower than budgeted transportation costs and the actual running of 42 trips fewer than budgeted, approximately \$41,000 remained of the grant. SCAG proposed that the service be extended, providing trips on a regular bases between August 23 and October 19, and on



a special events basis until the end of the year with any remaining funds.\* UMTA approved the addition of Phase II service.

A complete chronology of 1980 events and significant dates appears in Figure 2-4.

### 2.3.2 Marketing and Publicity

Although 1980's approach to marketing the demonstration service was similar to 1979's, a year's experience plus the help of the National Park Service combined to produce a more coordinated effort to effectively promote the service.

The major marketing effort in 1980 was a brochure mailing to about 3,000 organizations. The mass mailing took place in late March, several weeks later than intended due to delays in the grant application process. Weak demand for the service in early April probably resulted from this delay.

The mailing list was generated with the help of chambers of commerce, social service agencies, and the Community Network of the Los Angeles Unified School District. Brochures were also made available to the political offices of City Councilmen, County Supervisors, State Assemblymen and Senators, and Congressmen, for distribution at their discretion. Many of these offices provided names and addresses of their constituents for the brochure mailing list. NPS contributed to early marketing efforts by helping to design the brochure and by contacting some groups through their own outreach program. A copy of the brochure appears in Appendix C.

In addition to the brochure, early marketing efforts included follow-up phone calls to some organizations, including those that participated in 1979 and those on the 1979 waiting list. Also, presentations about the program were made to about a dozen

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\*Funds remaining at the end of Phase II regular service (approximately \$26,000) eventually served as the basis for continued service in 1981. See Section 5.1.

Grant Application	November 20, 1979
Department of Labor Approval	February 27, 1980
Letter-of-no-Prejudice	March 20
Revised Grant Application	March 25
Beginning of Phase I Service	March 29
Grant Award (CA-06-0142)	May 20
Proposal for Phase II Service	July 14
End of Phase I Service	July 27
Phase II Service Authorization	August 15
Beginning of Phase II Service	August 19
End of Phase II Service	October 18

FIGURE 2-4. SCHEDULE OF EVENTS

organizations, including the Los Angeles City Parks and Recreation Department, the Los Angeles Senior Citizens Coordinating Council, and the Los Angeles Unified School District.

Publicity was also an important part of 1980 promotional efforts. Press releases were written for distribution by elected officials to local media in their districts. Stories were carried by over a dozen newspapers, mostly during the first week of April. On April 10, 1980, Mayor Tom Bradley and the Los Angeles County Board of Supervisors and the Ventura County Board of Supervisors issued proclamations declaring "Santa Monica Mountains Parks Day." By arrangement, a group of elementary school children attended the Los Angeles County Board of Supervisors meeting and a session with the Mayor to receive those proclamations. No media coverage resulted from the ceremonies, perhaps being superceded by an RTD general fare increase that went into effect the same day. This was unfortunate in light of the tremendous response to Channel 2's news coverage of the demonstration service in 1979--the catalyst for planning the "media event" in 1980.

Mid-way through the program, in an attempt to bolster reservations on Sundays, newspaper advertisements were placed in the Golden Tymes, a senior citizen's monthly, and in the weekly Consumer's Capsule, with circulation in south-central Los Angeles. There were several calls resulting from these ads.

Phase II marketing consisted of contacting directly those groups on the waitlist during Phase I. In addition, a "reminder" type of notice was sent to a limited subset of the original mailing list. A copy of this notice is included in Appendix C.

### 2.3.3 Pricing and Reservations

Although service in 1980 was again on a group subscription basis, reservations and pricing were handled differently. The system of reserving space by the individual used in 1979 often

resulted in excess bus capacity when group sizes were in the 20s or 30s. Occasionally, the opposite occurred, requiring an extra bus with no advance notice.

As a result of these costly fluctuations, RTD's new charter capability and the availability of private carriers, the 1980 program employed a more traditional subscription reservation system. Groups reserved buses, rather than spaces on buses. Each bus, regardless of origin or destination, cost \$75. Thus for a full bus (50-55 seats), the price was approximately \$1.50 per person. This price, 50 cents higher than in 1979, was set based on UMTA's request that a higher price be charged, and on response to a question on the 1979 Group Leader Survey. Ninety-six percent of the respondents indicated they would use the program again at the old price of \$1.00; 44% would repeat if the price were raised to \$1.50-\$2.50; and only 8% would repeat if the price were higher than \$2.50.

Two CETA employees, reporting to SMMC project personnel, handled all reservations; trip and preliminary staff scheduling; fee collection, deposit, receipt distributing, notification and verification of bus reservations with the four bus companies; and design and production of all forms used in the reservation system. As already noted, this was all done under the name Santa Monica Mountains Recreational Transit Program for ease of public identification.

The reservation system operated out of offices shared with the National Park Service rangers who staffed the program's recreation/interpretation component. This office space for three members of the consultant staff was located in the federal complex on the Veteran's Administration grounds in Westwood and was provided at no cost to SMMC.



The reservation system is briefly outlined below:

1. Calls were received at the Westwood office. On a space available basis, a group was given its preference of trip date and destination. The reservationist worked with the group to the extent necessary to determine that group's needs with regard to activities, facilities, and ranger assistance, leader orientation, and pre-trip presentations. When possible, all dates and times were scheduled during the initial call.
2. Reservation confirmation forms were sent to the group, along with an envelope for return of the \$50 deposit required for each bus reserved.
3. Ranger staff scheduling was coordinated with the NPS staff supervisor. Confirmation or alteration calls were made, as needed.
4. Bus deposits were received, logged in by trip number, and receipts mailed to the group. Should a deposit not arrive within three weeks of the trip, the group was recontacted.
5. Reservations were made with the appropriate bus company. Parks were notified of the trips scheduled at the beginning of each week.
6. 10-14 days prior to the trip, the group was contacted to confirm all arrangements. Leader orientation and pre-trip presentation usually took place during that period.

A copy of the primary reservation-information form generated by the reservationist for internal use and distribution to the group and the appropriate bus companies is included in Appendix D.

#### 2.3.4 Pre-Trip Presentation and Group Leader Orientation

1979's orientation programs were received enthusiastically and were repeated in 1980. Between the time a park trip was reserved and taken, three things happened. First, a packet of orientation materials similar to 1979's was sent to the group

leader(s). A full set of 1980 materials is included in Appendix E. Second, a pre-trip presentation, open to anyone, was held in the group's community. The session featured a slide show and physical examples of things found at the parks. The purpose of this session was to stimulate interest and to provide necessary information about park rules and requirements for food, water, clothing, etc. Third, the group leader(s) attended a workshop at the park their group was to visit. This provided further orientation to park features, climate, activities, facilities, and regulations. Tips on supervising groups at the parks were also given.

The major difference in pre-trip activities in 1980 was in who conducted the programs. In 1979, most pre-trip presentations and leader orientation sessions were conducted by the two Santa Monica Mountains Comprehensive Planning Commission Project Leaders. This year, all orientation activities were handled by the nine rangers hired by the National Park Service. These rangers were themselves residents of communities in the project target area, an obvious advantage in terms of knowledge and rapport. They received a training course on how to conduct each orientation activity.

With more staff support in 1980, pre-trip presentations were increased significantly. Seventy-two percent of the groups in Phase I and 95% of the groups in Phase II received such presentations. This compares with just 46% in 1979. Forty-four percent of the groups in Phase I and 43% of the groups in Phase II participated in leader orientation. This compares with 46% in 1979. Part of the reason for the decline is that many of the group leaders this year also led groups in 1979, and did not need another full day of orientation.

### 3. RESULTS

Based on data collection activities similar to those of 1979, the results of 1980's demonstration are reported in this chapter. Findings are keyed to the evaluation issues identified in Section 1.5. Data collection activities included monitoring operating, revenue, and cost records for each of the four transportation providers; surveys of a sample of service participants conducted at the parks and of group leaders for every participating group conducted by telephone shortly after each trip (see Appendix F for copies of survey questionnaires); and management interviews with project officials from SMMC, SCAG, NPS, and RTD.

The chapter is organized into three sections. Particular emphasis is placed on those results unique to 1980 service by virtue of demonstration changes as presented in Chapter 2, and on comparisons of 1980 and 1979 results.

The first section focuses on travel behavior, including all issues relating to demand for the service. This information comes from the transportation providers' operating information, SCAG records as compiled by SMMC project personnel, and parts of both surveys. The second section addresses program evaluation including all aspects of user perceptions, attitudes, and (dis)satisfaction with the demonstration service. The bulk of this information is derived from the two surveys. The third section details productivity and economic issues related to the demonstration service, including operational effectiveness, costs attributable to the service, and marketing effectiveness. This information comes from invoices submitted to SCAG by the transportation providers, pre-audit cost information required of providers by SCAG in order to enter into contractual agreements, direct correspondence with the providers, and management interviews with SMMC and SCAG project personnel.

The final evaluation issue--exogenous factors--is deferred to the discussion of transferability in Section 5.3.

### 3.1 TRAVEL BEHAVIOR

Issues relating to demand for the demonstration service can be broken down into the level of usage, characteristics of participants, activities engaged in at the parks, trips that would be made without the service and trips denied.

#### 3.1.1 Level of Usage

A total of 160 groups used the recreational transit service during Phase I of the 1980 demonstration period which lasted from March 29 through July 27.\* An additional 58 groups used the service during Phase II of the demonstration from August 19 through October 18.

The combined Phase I/Phase II total of 218 groups represents a 296% increase over the 55 groups using the service in 1979. Almost half of the groups participating in 1979 were repeat users in 1980, although it is likely that the repeat usage by individual participants was considerably less.

In 1980, 20 groups used two buses, five groups three buses, and one group four buses. Thus 251 distinct bus trips were run to the parks in 1980. This compares with 64 total bus trips in 1979. The mean group size in 1980 was 50, 14% more than the mean of 44 in 1979.

Table 3-1 shows selected trip statistics by provider for the combined Phase I/Phase II periods. The average trip length of 90 miles was 20 miles lower than in 1979. This is due to the expanded number of parks, providers, and resulting efficiencies in having specific providers serve specific parks. Associated and Safeway averaged significantly fewer miles per trip than RTD

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\*Five of these trips were conducted with funds remaining from the 1979 UMTA grant to RTD.



TABLE 3-1. TRIP STATISTICS BY PROVIDER

	<u>RTD</u>	<u>ASSOCIATED</u>	<u>SAFEWAY</u>	<u>WLCAC</u>	<u>Total All Providers 1980</u>	<u>Total 1979</u>
Number of trips	76	105	65	5	251	64
Average trip length (miles)	102	83	86	104	90	110
Average trip length (hours)	7.7	7.0	7.0	7.1	7.2	NA
Average passengers per bus	40	45	47	43	44	38

or WLCAC, due primarily to shorter trips to parks from locations in the San Fernando Valley and Oxnard/Moorpark areas. Correspondingly, average trip times were also lower for Associated and Safeway. The average number of passengers per bus was highest for Associated and Safeway (45 and 47 respectively), and lowest for RTD (40), although RTD carried an average of two persons per bus more than in 1979.

The total number of people participating in the 1980 program was approximately 10,900.\* This represents a 353% increase over the 2408 that participated in 1979.

Table 3-2 shows the number of bus trips run to each of the parks during each phase of the 1980 demonstration. It will be recalled that no reservations were taken for Malibu Creek Park during Phase II with the constant likelihood of closure due to severe fire danger. Will Rogers Park was added in Phase II as a substitute for Malibu Creek. It can be seen from the table that Malibu Creek was the most popular park, being served by 26% of all trips (22% to Malibu alone and another 4% to both Malibu and Tapia). Tapia was a close second in popularity with 25% followed in descending order by Leo Carrillo (24%), Point Mugu (16%), and Will Rogers (14%). Thus diversity of demand was great with none of these parks accounting for more than a quarter or less than an eighth of the trips. The only real disappointment was Coldwater Canyon Preserve which attracted just one trip. Part of the reason for this was unanticipated difficulty coordinating with the California Conservation project that conducts all events in this park.

Origin of the participants ranged throughout the expanded demonstration target area, with the bulk of the participants being from the same area as in 1979. (Refer back to Figure 2-1 for a comparison of 1979 and 1980 primary target areas.)

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\*Missing data from several Phase II trips necessitate estimating this figure. An exact count of 8263 participated in Phase I of the demonstration.

TABLE 3-2. NUMBER OF BUS TRIPS BY PARK DESTINATION

<u>Park</u>	<u>Phase I</u>	<u>Phase II</u>	<u>Total 1980 Trips</u>
Malibu Creek	55	0	55
Tapia	48	4	52
Malibu Creek and Tapia*	11	0	11
Leo Carillo	52	7	59
Point Mugu	21	18	39
Will Rogers	0	34	34
Coldwater Canyon	<u>1</u>	<u>0</u>	<u>1</u>
TOTALS	188	63	251

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\* Due to their close proximity and diversity of facilities, groups were offered the opportunity to visit both of these parks on the same trip. No other combinations were permitted.

Figure 3-1 is a map of the entire demonstration area divided into nine sub-areas, showing the percentage of participants from each sub-area.\* It can be seen that 63% originated in central, south central or east Los Angeles (zones 4 and 9 on the map)--the primary target area served in 1979. Another 17% originated in areas to the east and south of 1979's target area (zones 5, 6, and 7). Four percent originated in the few lower income areas of west Los Angeles, including Culver City and Torrance (zone 8). The remaining 16% originated in the San Fernando Valley or Ventura County (zones 1, 2, and 3). Once again, it appears that the program succeeded in its objective to attract groups from the lower income, most heavily transit-dependent sections of the Los Angeles metropolitan area.

### 3.1.2 Characteristics of Participants

Table 3-3 shows a demographic profile of individual participants in the demonstration service for both 1979 and 1980. Data for these profiles are from the participant surveys conducted at the parks on the day of the trip in 1980 and on the buses returning from the parks in 1979.\*\* Profiles for 1980 are quite similar to those of 1979. This is as expected since most changes in service offered were in scope and not in substance.

Participation was again dominated by females, with only one third males. The income distribution was a little less skewed in 1980 with somewhat fewer people in the under \$5,000

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\*These data are based on the Phase I group leader survey only (N=160; 100% response rate). The group leader survey was conducted in Phase II only for those groups going to Will Rogers Park (N=15; 50% response rate).

\*\*In 1980, surveys were conducted for a sample of 31 groups during Phase I and 20 groups during Phase II. A total of 1551 usable questionnaires were obtained. A stratified random sampling procedure was used to select groups for inclusion in the survey. Stratifications included origin, destination, group type, and transit operator. Unfortunately, many groups chosen during Phase I were inadvertently not surveyed, forcing adjustments in Phase II, and partially destroying the planned stratifications (see Section 4.2 for additional discussion of this problem).



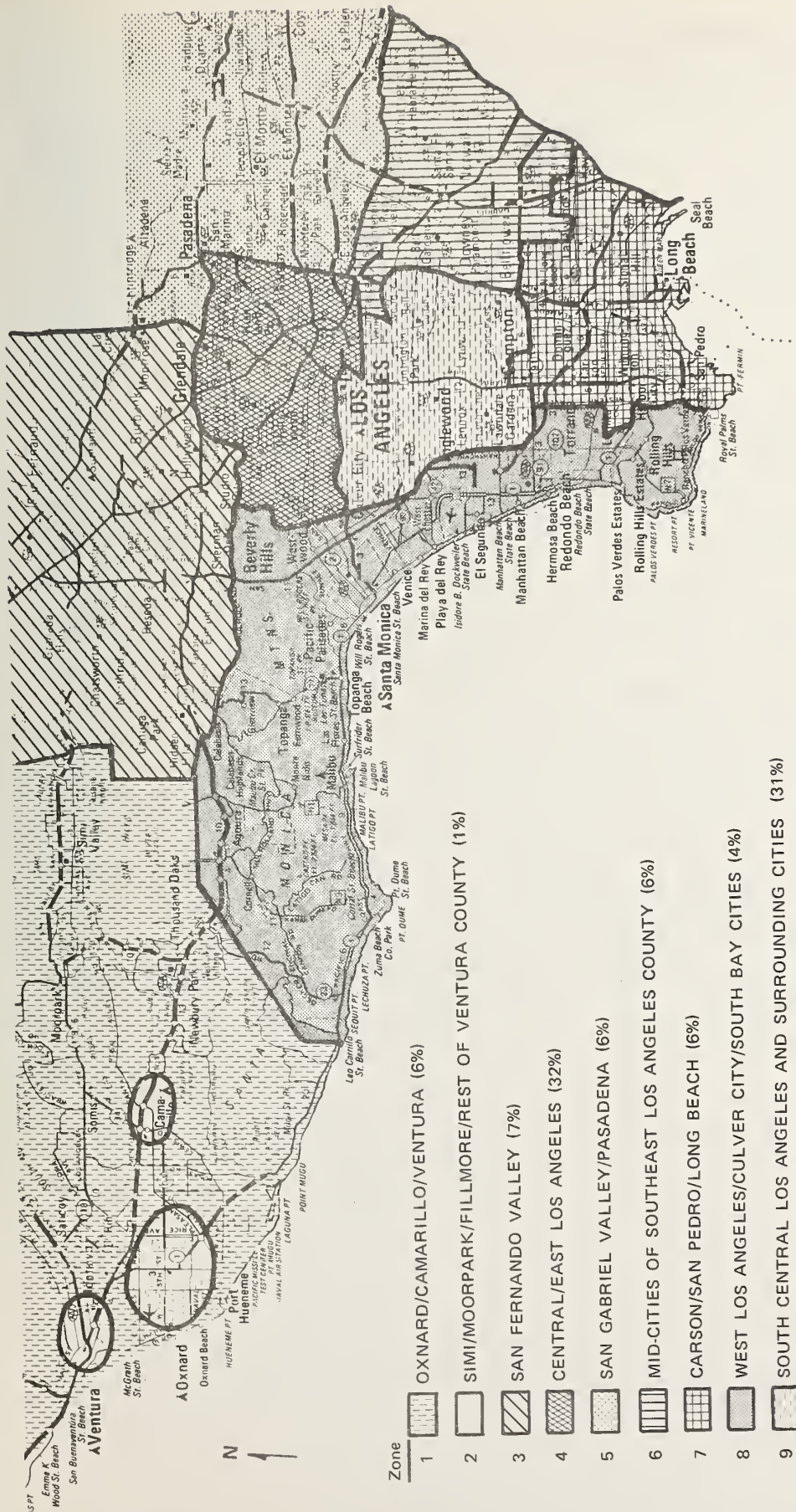


FIGURE 3-1 PARTICIPANT ORIGIN

TABLE 3-3. DEMOGRAPHIC PROFILE OF PARTICIPANTS

			<u>Annual Household Income</u>	<u>1980</u>	<u>1979</u>
<u>Sex</u>	<u>1980</u>	<u>1979</u>	\$ 5,000 or under	33%	37%
Male	34%	37%	\$ 5,001 to \$10,000	25	19
Female	66	63	\$10,001 to \$15,000	16	13
			\$15,001 to \$25,000	16	17
			Over \$25,000	10	14
<u>Age</u>	<u>1980</u>	<u>1979</u>	<u>Automobile Ownership</u>	<u>1980</u>	<u>1979</u>
Under 10	5%	52%	No cars	18%	16%
10-12	18		One car	38	38
13-19	20		Two cars	29	28
20-29	8	11	Three or more cars	15	18
30-49	7	16			
50-61	9	6			
62 and over	33	14			
<u>Ethnic Background</u>	<u>1980</u>	<u>1979</u>	<u>Mass Transit Ridership</u>	<u>1980</u>	<u>1979</u>
Asian	3%	NA	At least 4 days a week	21%	20%
Black	37	NA	1-3 days a week	15	11
Mexican/Hispanic	21	NA	1-3 days a month	21	22
White	36	NA	Less than one day a month	44	47
Other	4	NA			

and over \$25,000 categories. With 58% of the respondents indicating annual household incomes of under \$10,000 it is clear that the desired target population was again reached by the demonstration service.

Sixty-four percent of the participants were minorities. Most of these were Black or Hispanic. No information was gathered on this dimension in 1979 although it is likely that the ethnic profile was very similar.

Automobile ownership and mass transit ridership figures were virtually identical for the two years. It is again interesting to note that on the one hand, 21% of the respondents indicated high mass transit usage (4 or more days a week) and 18% indicated owning no automobile--both well above overall averages for Los Angeles--while on the other hand 44% reported owning two or more cars.

The one category showing major demographic differences between 1979 and 1980 was age. Forty-three percent of the survey respondents were less than 20 years old compared with 52% in 1979. Thirty-three percent of this year's respondents were seniors (62 and over) compared with just 14% last year. Only part of this difference is real: problems encountered in the first phase administration of the survey skewed the sample selected toward older age groups and thus the figures reported are not representative of the universe of participants. This problem was also evident in 1979, although to a lesser extent.

As was the case in 1979, less than 10% of the participants in 1980 indicated that the Santa Monica Mountains were a frequently visited recreation spot. Combined with the fact that 31% of 1980 respondents reported that they usually travel to their favorite recreation spots by bus (compared with just 20% in 1979), this underscores the importance of a continuing recreational transit service to the Santa Monica Mountains if they are to be readily available to all residents of metropolitan Los Angeles.



### 3.1.3 Park Activities

The types of activities engaged in at the parks in 1980 were similar to 1979. Table 3-4 lists the major activities at the parks and the percentage of participants engaging in each activity. As was the case in 1979, most participants engaged in several activities, regardless of which park they visited. Table 3-4 also shows the distribution of activities for 1979. It can be seen that the percentages are quite different for the two years. Picknicking, nature walks, general relaxation, looking at plants and animals, and game playing were all engaged in more frequently in 1980; while hiking, swimming, and fishing were more popular in 1979. The decrease in swimming is particularly interesting in light of the addition of two beach parks.

There are three reasons for the changes. First, 1980 service extended over a longer time period and thus was not exclusively concentrated in the hot summer months. In fact, even in the summer months, 1980 was considerably cooler than 1979. Second, as already noted the age distributions upon which the percentages in Table 3-4 are based were different in the two years, with fewer young people and more seniors represented in the 1980 participant survey. Virtually none of the seniors swam. Finally, there were no swimming facilities available at Will Rogers Park, by far the most popular destination in Phase II.

Table 3-4 also shows pre-trip anticipations of activities that would be engaged in at the parks. It can readily be seen that in both 1979 and 1980, expectation and reality corresponded very closely. This is one indication of the success of the pre-trip orientation activities in preparing both participants and leaders for what to expect from their day at the parks. The only discrepancy in 1980 appears to be systematic underestimation of the overall activity level. Thus for all activities but swimming and fishing, the percent engaging was 4% to 21% greater than the percent anticipating.



TABLE 3-4. PARK ACTIVITIES

<u>Activity</u>	<u>Percent Engaging</u>		<u>Percent Anticipating</u>	
	<u>1980</u>	<u>1979</u>	<u>1980</u>	<u>1979</u>
Hiking	61%	67%	53%	58%
Picnicking	61	57	53	53
Relaxing	52	41	50	41
Nature Walk	52	38	43	35
Watching Plants and Animals	44	22	38	24
Playing Games	34	25	31	32
Swimming	17	34	25	38
Fishing	3	12	6	17

#### 3.1.4 Non-Demonstration Service Trips

In response to the question "Do you think that members of your group will return to the Santa Monica Mountains on their own after this trip?" 68% of the 1980 group leaders interviewed by telephone said yes. Just 18% said no and the remaining 15% were unsure. While this seems encouraging for the stimulation of future trips to the Santa Monica Mountains by low income and minority residents of metropolitan Los Angeles, it is less optimistic than the 1979 distribution of responses to the same question which was 83% yes, 4% no, and 13% unsure. Park destination may offer some explanation: 81% of the groups visiting Malibu Creek Park in 1980 indicated that their members would likely return on their own compared with just 53% for Tapia and Will Rogers, 65% for Leo Carrillo, and 78% for Point Mugu.

Thirty-seven percent of the 1980 groups said they would plan another trip to the Santa Monica Mountains if they had to provide their own transportation. Twenty-six percent said they would not and 37% were unsure. This compares with 62% yes/38% no in 1979, with no category for unsure. Thus the ratio of yes to no answers is about the same for both years. While it is



FIGURE 3-2. NPS RANGERS WITH A YOUTH GROUP  
3-12



difficult to estimate how many trips would have been made either year without the demonstration service, these data suggest that quite a few future trips are likely even if the transit service is discontinued.

Finally, 52% of the groups indicated that they would use a regularly scheduled bus line to the Santa Monica Mountain Parks if it were available. This compares with 69% who indicated such an interest last year. Once again park destination had a significant effect on responses to this question, with the percent indicating yes ranging from a low of 29% for Point Mugu (most were unsure) to a high of 74% for Malibu Creek.

### 3.1.5 Trips Denied

Three categories of trips denied can be identified: supply limits, cancellations, and other causes.

3.1.5.1 Supply Limits - The first and most extensive category of trips denied is the waiting list of groups that simply could not be accommodated due to supply constraints. The waiting list grew to over 60 groups during Phase I of the project. (Some of these were accommodated in Phase II during which no waiting list was maintained.) Over 75% of those on the waitlist preferred a weekday trip, while most of the remaining groups preferred a Saturday trip. In the future, it would seem that running more trips on weekdays and Saturdays while cutting back on Sunday trips (many of which went unused in the early months of the demonstration) would be desirable if practicable.

3.1.5.2 Cancellations - The second category of trips denied was cancellations. While on the surface a cancellation would appear to be voluntary and therefore unavoidable, a number of cancellations might have been avoided. Of 48 cancellations during Phase I, and 13 during Phase II, 25 were due primarily to breakdowns during the planning process. To the extent possible,

placing "pressure" on group organizers to make all necessary arrangements sufficiently far in advance may have resulted in fewer cancellations by these groups. Two additional trips were cancelled during Phase I when buses arrived too late. Finally, eight trips were cancelled due to an inability to raise the \$75 bus fee.

Of a more voluntary nature, reasons given for trip cancellation included weather, switch to a local park, fear of crowding, and fear that a park would be too primitive.

Cancellations had a secondary effect on trips denied in that 39 of the 61 total cancellations occurred too late to replace the group cancelling with another group.

3.1.5.3 Other Causes - The third category was a miscellaneous category accounting for 11 trips denied during Phase I. Major reasons included being outside of the target area or requesting a trip in August or later (Phase II was not proposed until mid-July and no trips were run until August 18).

## 3.2 PROGRAM PERCEPTIONS

Overall perceptions of the 1980 demonstration service were overwhelmingly positive, even more so than in 1979. This was demonstrated in both the group leader and participant surveys and in interviews with key project personnel from SMMC, NPS, and SCAG. User perceptions can be subdivided into perceptions of the transportation service, the parks, the pre-planning activities, and what changes would be desirable.

### 3.2.1 Transportation Service

As was the case in 1979, participating groups were generally extremely satisfied with the bus transportation to and from the



parks. This was the case for all four providers and all six parks.\* The buses arrived at the designated pick-up point on time 91% of the time, loaded and left for the parks efficiently 98% of the time, and were judged pleasant and comfortable by 95% of the groups. What few problems did occur were generally minor and equally distributed across carriers. For example, there were two instances in which buses arrived quite late at pick-up points.

In only a few instances did problems arise concerning equipment groups carried to the parks. As was the case in 1979, problems generally occurred for groups with large coolers who would have preferred a bus with a luggage rack instead of a school bus (Associated and Safeway) or a transit coach (RTD).

Pricing was again perceived as very fair with just one group indicating that \$75 was too high (the eight groups that cancelled trips because they could not raise the \$75 may have been more negative about fairness of the price). Once again a relatively high degree of price elasticity was indicated from questions concerning repeat usage of the service under varying price increases. Ninety-nine percent of the groups said they would use the service again if it remained at \$75. Sixty-nine percent said yes to a price of \$100, with 3% no and 28% don't know. For an increase to \$125, 23% said yes, 6% no, and 71% don't know. Finally, for an increase to \$150, 15% said yes, 10% no, and 75% don't know. It should be cautioned that this type of question is subject to a strong response bias: respondents are likely to perceive a yes answer to any price increase as raising the probability that such an increase will be made. Evidence for this bias in light of the overwhelming acceptance of the \$75 price is seen from the pronounced shift in responses from yes to don't know rather than from yes to no for successively larger price increases.

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\*With only 5 total trips, statistical significance cannot be supported for statements about WLCAC. The same is true of Coldwater Canyon Preserve which was visited by just one group.

### 3.2.2 Park Perceptions

As in 1979, reactions to the parks by both group leaders and program participants as a whole were overwhelmingly positive, and will not be repeated in detail in this report. Enjoyment was uniformly positive for all parks.

The only major difference in reactions to specific activities engaged in at the parks was the increased preference for hiking and guided nature walks at the expense of swimming as the most preferred activity. Sixty percent of the groups listed hiking as their most enjoyable activity and another 19% enjoyed the guided nature walks. Just 3% indicated swimming as their most preferred activity. Interestingly, no group leaders and very few participants listed swimming as their most preferred activity at the two beach parks--Leo Carrillo and Point Mugu. In 1979, swimming topped the list in preference with 37% of the groups ranking it the number one activity. This was followed by hiking (33%), picnicking (25%--none in 1980), and guided nature walks (10%). This shift in preference indicates a marked improvement in the planning of activities at the parks, where hiking and other activities designed to demonstrate the uniqueness of the parks for inner-city residents, were high priorities of project organizers. The contribution by the National Park Service in 1980 was undoubtedly a major factor in the success of the program in promoting those activities that cannot be found in city parks or other local recreation facilities.

While the majority of the program participants indicated there was nothing they did not enjoy at the parks, the complaints that did arise were exactly the same ones as in 1979--insects too much walking, and lack of adequate restrooms (mostly at Malibu Creek). It should be noted that each of these problems was addressed in the planning phase of the 1980 program: park information and pre-orientation activities better prepared participants for possible insect bites; lengthy walks were reduced, especially for small children and seniors; and more restroom facilities were added at Malibu Creek. As a result, both surveys indicated that although these three problems were

not eliminated altogether, each was perceived as less of a problem than in 1979.

### 3.2.3 Pre-Planning Activities

As described in Sections 2.3.3 and 2.3.4, a combination of SMMC and NPS project personnel handled all trip reservations and offered extensive activities for groups prior to their trip to the parks, in order to acquaint them with available activities, rules and regulations, and pre-trip preparations necessary to assure a successful and trouble-free experience. These activities were of three major types:

1. A leader orientation packet mailed to each group making a reservation (see Appendix E--this packet also contained supplementary material about the transportation service often conveyed in a separate telephone call in 1979);
2. Orientation sessions conducted by the NPS seasonal park rangers for group leaders involving a trip to the parks prior to the group trip; and
3. An orientation session including a slide show for participants, also conducted by the NPS rangers, in the group's own community.

While both orientation activities were again voluntary, groups were urged to participate. The resources provided by the Park Service made it easier to accommodate more groups than in 1979.

Once again, these planning activities were looked upon extremely favorably by participants, and especially by group leaders. With respect to reservations, all but one of the groups found the trip reservation system easy to use (that group wanted more buses than could be made available) and 99% indicated they had adequate time to plan the trip and sign up participants.\*

With respect to pre-trip orientation activities, the leader orientation packet was considered clear and adequate for planning

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\*This may be slightly misleading in that those who did not devote sufficient time to these activities generally were forced to cancel (See Section 3.1.5.2 for details).



purposes by 96% of the groups (two thirds of the remainder indicated that the information packet should tell groups to bring their own food and water--in fact it did); the leadership orientation session was considered helpful by 99% of the group leaders (the single exception objected to a ranger "out of uniform"); and 93% felt that the pre-trip presentation gave groups a clear idea of what to expect and how to use the parks (several of the remainder thought a longer presentation would be helpful). With the single exception of perceptions about the adequacy of the pre-trip presentation, all perceptions reported in the preceding two paragraphs were even more favorable in 1980 than the high levels reported in 1979. It is clear that this aspect of the demonstration project is one of its strongest features. It seems likely that elimination of any of these activities could significantly detract from the success of the program.

#### 3.2.4 Desired Changes

Several open-ended questions were included in the group leader survey soliciting changes to improve various aspects of the program. Responses to these questions in 1979 were extremely useful in planning for the 1980 program. As might be expected, a lower percentage of respondents suggested changes in 1980 although with significantly more groups participating, quite a few suggestions were made. With respect to pre-planning activities, 12 of the 175 groups surveyed made suggestions. These included giving more time for sign-ups, park rangers fluent in Spanish and other improvements in park ranger communications.

With respect to the bus service, 33 suggestions were received. Most often mentioned included the desire for an "improved driver attitude", better buses (e.g. bigger, more comfortable, air conditioned), and punctuality at the pick-up point.

Fifteen suggestions were offered for improved program support services. Most often mentioned among these were the need



for more park rangers, pamphlets to accompany the guided nature walks, and special nature education for young children.

Finally, the last question on the survey asking for any other comments or impressions elicited a large number of responses, mostly praising the program, and specifically the park rangers. Suggestions made included the desire to expand the program to other parks and other seasons of the year.

Thus the overall impression of the service was that little in the way of changes should be made (the modal response to all the change questions was "none"), but that with a few refinements, the program could be improved still further.

### 3.3 PRODUCTIVITY AND ECONOMICS

For 1979 it was reported that although the Santa Monica Mountains Recreational Transit Service was successful in terms of demand and overall satisfaction, it did not fare as well with respect to operational efficiency and cost. Improvements in the program in 1980, especially the addition of private carriers and the contributions of the National Park Service, considerably brightened productivity and economic aspects of the demonstration service. This section will discuss these issues under three headings: Operational Effectiveness, Project Costs, and Marketing.

#### 3.3.1 Operational Effectiveness

Referring back to Table 3-1 and the ensuing discussion, 1980's demonstration service carried approximately 10,900 persons to the parks on 251 buses for an overall average of 44 passengers per bus. This represents a significant increase of 6 passengers per bus (16%) over the 1979 figure of 38. Variability in group size was a major problem for RTD in 1979. With multiple size

buses available in 1980 (see Table 2-1), it was much easier to match group size with appropriate buses. However, there were still fluctuations in group size in 1980 beyond the program's capacity to provide appropriate vehicles. Thus of the 188 Phase I bus trips\*, 22 (12%) carried fewer than 30 people (groups this small were discouraged at the time reservations were made) and 4(2%) carried fewer than 20. At the other end of the spectrum, 37 (20%) carried over 55 people (also discouraged by reservations personnel) and 15 (8%) carried at least 10 more than the capacity of the bus. The extremes were 15 and 83! Thus passenger loads below the recommended limit of 30 were significantly less frequent than in 1979, but loads above the limit of 55 were more frequent. Since many of the trips with significant overloads included lots of young children, extra buses were ordered infrequently. In fact as already noted, this occurred on only two occasions and both times when a bus smaller than that ordered was substituted without notice.

Other operating problems experienced by RTD in 1979 were eliminated in 1980. These included the necessity of using regular RTD bus stops as pick-up/drop-off points due to RTD's legal restriction against operating a charter service, and the unforeseen necessity to post an extra operator at the entrance to Malibu Creek Park for purposes of safety in negotiating the narrow, winding entrance road. While the latter was still a requirement in 1980 (only by RTD), the NPS park rangers performed the function as a regular part of their duties.

### 3.3.2 Project Costs

3.3.2.1 Overall Project Costs - Table 3-5 shows the complete budget for Phase I of the 1980 demonstration service. For each

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\*Passenger statistics are incomplete for Phase II.

TABLE 3-5. DEMONSTRATION BUDGET-PHASE I

	1980 UMTA Grant	Estimated Expenditures Through 7/29/80	Balance
Task A: Program Management (SCAG)			
- Direct Labor (Professional)	\$4,350		
- Fringe Benefits	1,400		
- Overhead	3,250		
Task A Total	\$9,000	\$9,000	\$ -0-
Task B: Project Consultant (SMMC)			
- Subcontracts (Consultants)	22,000		
- Other Project Costs (Data Collection)	1,820		
Task B Total	23,820	21,820	2,000
Task C: Direct Costs of Transit Service Operations			
Subtotal	73,595	42,363 <sup>*</sup>	31,232
	\$106,415	\$73,183	\$ 33,232
Contingency	10,460	-	10,460
Subtotal	\$116,875	73,183	\$ 43,692
Farebox Revenue	(16,875)	(14,475)	(2,400)
PROJECT TOTAL	\$100,000	\$58,708	\$ 41,292

<sup>\*</sup> This figure was eventually reduced to \$42,099 when interest expense charged by Safeway was disallowed.

line item, the table shows the approved UMTA grant, the estimated expenditures through 7/29/80 (end of Phase I), and the balances remaining for each item. The table shows expenditures at or near the grant amounts for program management and the project consultant (SMMC), but significantly below the grant amount for transit operations. Two major reasons account for the nearly \$30,000 difference. First, the project was budgeted for 225 trips: through the end of Phase I, just 183 trips had been run\*. The main causes of this difference were cancellations, under-demand at the beginning of the demonstration period in late March and April, and continuing under-demand for Sunday trips. As already noted, the cancellation rate in 1980 was quite high, mostly due to poor planning by groups making reservations. Twenty-eight trips were cancelled too late to substitute another group. Thus these cancellations accounted for two-thirds of the 42 trips budgeted but not run.

The early lack of demand was probably due mostly to a late start in marketing the program and some adverse weather in the first month. It is unclear why Sundays were unpopular, as this was not the case in 1979. Perhaps Sunday demand would also have been lower in 1979 if groups had the choice of weekdays as well as weekends.

The other major reason for the difference between budgeted and actual costs for transit operations was a significant overestimate of the average cost per bus. At the time the budget was drawn up, RTD was in the process of establishing its charter service operations, and had not yet set a price. The private operators had not yet been selected. Thus there was relatively little information to go on in anticipating the costs for bus transportation.

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\*Five additional trips were run by RTD during Phase I using the remaining funds from the 1979 grant.



In the original budget, RTD was budgeted for 112 trips at \$429 per trip. This figure was derived using the same incremental operating budget format as presented by RTD in calculating its costs in 1979. In fact, the actual price charged by RTD--using its anticipated charter service fare structure--was just \$307\* (excluding cancellation fees and overnight trips). In addition, RTD ran just 38% of the trips instead of the anticipated 50%. As the most expensive of the transit providers, this further reduced the overall cost of transportation.

Also in the original budget, private operators were budgeted for 113 trips at an average cost of \$226 per trip. In fact the average cost of the trips run by the private operators (62% of all Phase I trips) was just \$173 (excluding cancellation fees). The difference was simply a mis-estimate of what private operators would charge for the average park trip. A more detailed breakdown of trip charges for individual operators is presented in the next section.

As a result of the large amount of money remaining in the transit operations budget at the end of the originally planned demonstration period, a second phase of service was proposed. No new funds were requested from UMTA, although a revision of the original budget was requested shifting the contingency funds into additional transit operations less additional amounts needed by SCAG and SMMC to manage a second phase.

Table 3-6 shows the revised budget for service through the end of 1980 as approved by UMTA, and the actual expenditures through the end of October, when regular service for Phase II

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\*Part of the difference between this figure and the \$429 anticipated figure was due to the elimination of the need for an extra operator at Malibu Creek Park to help guide RTD buses through the narrow, winding entrance roads (it was also anticipated that the extra operator would be required for trips to Tapia Park for the same reason). When the NPS rangers took over this function, approximately \$44 was saved per trip to Malibu/Tapia or \$39 per average trip across all parks.

TABLE 3-6. DEMONSTRATION BUDGET-PHASES I AND II

	Revised 1980 UMTA Grant	Estimated Expenditures Through 10/31/80	Balance
Task A: Program Management (SCAG)			
- Direct Labor (Professional)	\$5,314		
- Fringe Benefits	1,700		
- Overhead	<u>3,986</u>		
Task A Total	\$11,000	\$10,561	\$ 439
Task B: Project Consultant (SMMC)			
- Subcontracts (Consultants)	31,500		
- Other Project Costs (Data Collection)	<u>3,500</u>		
Task B Total	35,000	28,035	6,965
Task C: Direct Costs of Transit Service Operations			
Subtotal	<u>80,100</u>	<u>54,289</u> *	<u>25,811</u>
	\$126,100	\$92,885	\$33,215
Contingency	-	-	-
Subtotal	\$126,100	\$92,885	\$33,215
Farebox Revenue	<u>(26,100)</u>	<u>(18,750)</u>	<u>(7,350)</u>
PROJECT TOTAL	<u>\$100,000</u>	<u>\$74,148</u>	<u>\$25,862</u>

\* This figure was eventually reduced to \$53,904 when interest expense charged by Safeway was disallowed.

was complete. Once again, a large part of the budget remained at the end of October. In part, this was anticipated. The NPS rangers remained with the program only through October 18 and since Phase II operations did not commence until August 19, it was highly unlikely that all the 115 additional trips available under the revised budget would be run by that date.

In fact, just 63 trips were operated in Phase II, even fewer than expected. This was due primarily to lower than anticipated demand. One reason for this might have been the financial turmoil faced by many area schools at the beginning of the school year. Anticipated school trips simply did not materialize.

There is no apparent reason for the fall-off in demand by seniors other than the possibility that fall is not a good time for organized outdoor trips for senior citizen organizations that have many other programs in the fall.

It was also the case that the marketing effort for Phase II was not as extensive as that for Phase I which may also have contributed to the lower demand (see Sections 2.3.2 and 3.3.3 for discussions of marketing and publicity for the 1980 demonstration).

In addition to lower demand, the average cost per trip was lower in Phase II than anticipated. A projected figure of \$265 per trip was based on the assumption that 43% of the trips would be run by RTD--by far the most expensive of the operators. In fact, problems in re-negotiating the contract with RTD (see Section 4.2) precluded RTD's running of all but one of the Phase II trips. Thus the average trip cost in Phase II was only \$187.

With almost \$26,000 remaining in the project budget at the end of Phase II, SCAG again submitted a proposal for additional service through the summer of 1981 to UMTA. A brief description of this service is contained in Section 5.1.

Table 3-7 shows the overall contributions by the National Park Service to the program. As can be seen, salaries for the nine seasonal park rangers hired specifically for this program represented the bulk (83%) of NPS's financial commitment. Vehicle costs were incurred by rangers travelling to and from the parks, for regular trips and leader training sessions, and to community locations in target areas for pre-trip orientation sessions. Materials and supplies expenditures were mostly for the brochures sent out as the major marketing effort in both phases (see Appendix C). In addition to these direct expenses, NPS estimated an additional \$7,000 in salaries in Phase I and \$2,000 in Phase II were spent administering NPS involvement in the demonstration by park service managerial staff (not included in Table 3-7).

TABLE 3-7. NATIONAL PARK SERVICE EXPENDITURES

<u>Budget Item</u>	<u>Phase I Expenditures</u>	<u>Phase II Expenditures</u>	<u>Total</u>
Staff	\$62,000	\$12,000	\$74,000
Vehicles	8,000	} 2,000	15,000
Materials & Supplies	<u>5,000</u>		
Total	\$75,000	\$14,000	\$89,000

Expenditure data can also be used to determine the overall net subsidy levels of the program on a per bus or per participant basis. Table 3-8 shows these figures both excluding and including the NPS expenditures from Table 3-7. The top half of the table gives direct project costs, revenues, and net subsidy levels (cost minus revenue) on a per bus basis;\* the bottom half

\*Figures include the five trips run by RTD using the remaining funds from the 1979 grant.



on a per participant basis.\* Direct costs for SMD's portion of total project expenditures were computed by subtracting an estimated \$17,000 in grant administration costs from the approximately \$74,000 spent on the program through October 31, 1980 (refer back to Table 3-6).

TABLE 3-8. PROGRAM SUBSIDIES

	Expenditure Base	
	<u>Excluding NPS Expenditures</u>	<u>Including NPS Expenditures</u>
<u>Per Bus (N=251)</u>		
Direct Cost	\$302	\$656
Revenue	75	75
Net Subsidy	<u>227</u>	<u>581</u>
<u>Per Participant (N=10,900)</u>		
Direct Cost	\$6.95	\$15.11
Revenue	1.72	1.72
Net Subsidy	<u>5.23</u>	<u>13.39</u>

3.3.2.2 Transportation Provider Costs - Two different measures of cost that could be used to compare the transportation providers are the actual costs incurred by the providers in conducting the demonstration service and the rates charged to the program for that service. For purposes of discussion, these measures will be referred to as simply costs and charges respectively.

While a comparison of costs would be more useful for answering such questions as which type of provider could provide this service in the most cost effective manner, there are unfortunately several reasons why such a comparison may not be revealing nor even possible. First, private carriers, especially Associated, were reluctant to release cost information which might put them at a competitive disadvantage. Although some of this information was

\*Figures include the five trips run by RTD using the remaining funds from the 1979 grant.

required in pre-audits conducted for SCAG before contracts could be enforced, it was insufficient for a direct comparison of all cost categories. Second, different cost accounting methods employed by the various providers make it extremely difficult to determine which categories of cost--direct labor, benefits, and various overhead accounts--are directly comparable. Finally, a comparison of RTD's costs between 1979 and 1980 is not possible as different cost formulas were used for the two years.

One means of cost comparison that does provide directly comparable data is the examination of labor rates. Table 3-9 shows direct labor and benefits for drivers of each of the four providers in 1980 and for RTD in 1979. The figures represent average rates for all drivers used in the demonstration service.\*

The table shows the enormous difference between the union rates paid RTD drivers and the non-union rates paid drivers of all three private operators. Not only is RTD's base rate significantly higher, but also its fringe benefit package is approximately double that of the private operators. Thus, while Safeway's combined base rate plus fringe benefits is 13% higher than the lowest total belonging to Associated, and WLCAC's total rate is just 3% higher than Associated's, RTD's total is 113% higher. Combined with high overhead relative to the private operators, it is clear why RTD's rates for the demonstration are significantly higher than those charged by the private operators.

It should also be noted that RTD's rate increased by 18% in 1980 over its 1979 rate. This represents a 15% increase in base pay and a 26% increase in benefits.

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\*For RTD, the figures are top rates paid drivers with over two years seniority. As this was a highly sought assignment, most drivers tended to be in this category.

TABLE 3-9. PROVIDER LABOR RATES

	PROVIDERS				
	<u>RTD 1980</u>	<u>RTD 1979</u>	<u>ASSOCIATED</u>	<u>SAFEWAY</u>	<u>WLCAC</u>
BASE RATE	\$9.61	\$8.38	\$5.41	\$6.00	\$5.60
FRINGE BENEFITS (percent of direct labor)	4.42 (46%)	3.52 (42%)	1.19 (22%)	1.43 (24%)	1.22 (22%)
Total	\$14.03	\$11.90	\$6.60	\$7.43	\$6.82

3.3.2.3 Transportation Provider Charges - As noted in the previous section, the unavailability of cost data makes it impossible to assess profitability for the providers based on trip charges. It seems likely, however, that profit margins for this service were relatively low for all four carriers, making trip charge a reasonable basis for comparison.

Table 3-10 is a comparison of trip charges by the four service providers as specified in their contracts with SCAG (see Appendix B for a sample contract). It can be seen from the table that trip charges were considerably higher for RTD than for the private carriers, although WLCAC also had a very high minimum charge for the first five hours. As expected, higher wage and overhead rates were the major contributors to RTD's higher price. Associated's and Safeway's charges were comparable although Associated's minimum (5 hours or less) and overtime (over 8 hours) charges were slightly lower than Safeway's. While WLCAC's minimum charge was the highest of any provider, its charges beyond that minimum were by far the lowest, and in fact covered only the driver's wages and fringe benefits.

TABLE 3-10. PROVIDER CHARGES BY TRIP LENGTH

<u>Trip Length</u>	<u>Provider</u>			
	<u>RTD</u>	<u>Associated</u>	<u>Safeway</u> <sup>(1)</sup>	<u>WLCAC</u> <sup>(1)</sup>
First 5 Hours <sup>(2)</sup>	\$41.00 <sup>(3)</sup> per hour	\$25.37 <sup>(6)</sup>	\$30.80	\$45.00
Next 3 Hours	31.00 <sup>(4)</sup>	17.00 <sup>(7)</sup>	16.00	6.82
Additional Hours Over 8	38.00 <sup>(5)</sup>	17.00 <sup>(8)</sup>	22.00	6.82

- (1) Figures in the table do not reflect mileage charges of \$1.20 per mile for Safeway and \$1.63 per mile for WCLAC for mileage in excess of 100.
- (2) For RTD, Associated, and WLCAC a 5 hour minimum charge was required. For Safeway a dollar minimum of \$154 was required. This was converted to an hourly rate for 5 hours for purposes of comparison.
- (3) \$42.64 in Phase II
- (4) \$32.24 in Phase II
- (5) \$37.44 in Phase II
- (6) \$28.17 in Phase II
- (7) \$19.00 in Phase II
- (8) \$19.00 in Phase II



In addition to the hourly charges, Safeway and WLCAC charged for mileage in excess of 100 miles (\$1.20 and \$1.63 per mile respectively). Neither RTD nor Associated charged for mileage, regardless of the trip length.

Table 3-10 also shows that RTD raised its rates for Phase II service (4% for trips up to 8 hours, although a 1.5% decrease for overtime hours). In fact, Associated also raised its rates, but by mistake failed to incorporate the increases into the revised contract. Neither Safeway nor WLCAC raised their rates in Phase II.

Not shown in Table 3-10 are charges for late cancellations. All four providers charged a fee for a cancellation less than 48 hours before the trip. For RTD, the fee was \$80; for each of the private operators, the fee was \$50. Cancellation fees totaled \$885 in Phase I. This consisted of four Associated buses at \$50 each, six RTD buses at \$80 each, and one RTD bus at \$205 (minimum five hour charge) for a bus actually dispatched to pick up a group that mixed up the reservation date and did not show up at the pickup point. In Phase II, cancellation fees totaled \$160--two RTD buses.

Table 3-11 presents a comparison of Phase I trip charges by provider for several different trips. The first is an 8 hour, 100 mile trip. These were the parameters specified in SCAG's RFP soliciting bids for private carriers for conducting the service (see Appendix A). It can be seen from the table that Associated and Safeway were significantly cheaper than WLCAC and RTD. Using total charge, charge per vehicle mile or charge per vehicle hour to compare providers, Safeway was 10% more expensive than Associated, per passenger basis, using the average passenger load factors for each carrier, Safeway was 6% above Associated, WLCAC 47%, and RTD 101%.

TABLE 3-11. TRIP CHARGES FOR SELECTED TRIP LENGTHS BY PROVIDER

Trip Length Parameters		Provider			
		RTD <sup>(1)</sup>	Associated	Safeway	WLCAC
8 Hours 100 Miles	Total charge	\$317.00	\$177.85	\$196 <sup>(2)</sup>	\$250 <sup>(3)</sup>
	Charge per vehicle mile	3.17	1.78	1.96	2.50
	Charge per vehicle hour	39.63	22.23	24.50	31.25
	Charge per passenger <sup>(4)</sup>	7.93	3.95	4.17	5.81
7.2 Hours 90 Miles	Total charge	\$282.50	164.25	184.00	225.00
	Charge per vehicle mile	3.14	1.82	2.04	2.50
	Charge per vehicle hour	39.24	22.81	25.56	31.25
	Charge per passenger	7.06	3.65	3.91	5.23
5 Hours 50 Miles	Total charge	220.50	126.85	154.00	225.00
	Charge per vehicle mile	4.41	2.54	3.08	4.50
	Charge per vehicle hour	44.10	25.37	30.80	45.00
	Charge per passenger	5.51	2.82	3.28	5.23
9 Hours 130 Miles	Total charge	355.00	194.85	254.00	305.72
	Charge per vehicle mile	2.73	1.50	1.95	2.35
	Charge per vehicle hour	39.44	21.65	28.22	33.97
	Charge per passenger	8.88	4.33	5.40	7.11

- (1) Total charges figured by adding  $\frac{1}{2}$  hour deadhead charges to all trip lengths. Other providers did not charge for deadheading to and from garages.
- (2) Charge stated explicitly in contract. Would be \$202 using contract terms of five hours \$154 minimum plus three hours @ \$16.
- (3) Charge stated explicitly in contract. Would be \$245.46 using contract terms of five hours \$225 minimum plus three hours @ \$6.82.
- (4) Charge per passenger is figured for each provider by dividing the average number of passengers per bus carried by that provider (see Table 3-1) into the total charge.

Other sample trips included in the table are: 1) 7.2 hours, 90 miles--the time and distance averages for all demonstration trips (excluding overnight trips); 2) 5 hours, 50 miles--the minimum hours charged and a mileage figure below which were less than 10% of the trips; and 3) 9 hours, 130 miles--figures above which were less than 10% of the trips.

The same basic relationships between the providers hold for all sample trips, with Associated and Safeway at the low end of the scale, WLCAC in the middle, and RTD at the top. The longer the trip, the more expensive RTD became relative to Associated, which was the cheapest for any trip length. Safeway was generally 10 to 15% higher than Associated, but this difference increased for very short trips (Safeway's minimum charge was 21% greater than Associated's) and trips over eight hours. WLCAC was quite expensive due to its minimum charge of \$225 and 8 hour/100 mile charge of \$250 upon which other charges were based. For trips over 8 hours, WLCAC was marginally cheaper, although with a maximum trip length of under 10 hours, this difference never amounted to much. As would be expected, for all carriers, as trip length increased, charge per vehicle mile and per vehicle hour decreased, while charge per passenger increased.

Table 3-12 shows the total charges for all transportation service for the full demonstration period, broken down by provider. Differences between the average charges per bus in this table and the trip charges for the demonstration average 7.2 hour trip shown in Table 3-11 are due to: 1) different providers averaged different length trips (see Table 3-1); 2) the five overnight trips cost more than single day trips\*; 3) Safeway's 3.18% charge for interest was disallowed under federal guidelines and subtracted from all its invoices prior to payment; and 4) RTD's fees were raised in Phase II.

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\*RTD charged for two minimum charge trips, or \$410, for its four overnight trips. Associated also charged for two minimum charge trips, or \$356, for its single overnight trip.

TABLE 3-12. SUMMARY OF TRANSPORTATION CHARGES

<u>Provider</u>	<u>Number of Buses</u>	<u>Charge</u>	<u>Average Charge Per Bus</u>	<u>Average Transportation Subsidy Per Bus</u>
RTD	71 <sup>(1)</sup>	\$22,057 <sup>(2)</sup>	\$311	\$236
Associated	105	17,822 <sup>(3)</sup>	170	95
Safeway	65	11,714 <sup>(4)</sup>	180	105
WLCAC	<u>5</u>	<u>1,266</u>	<u>253</u>	<u>178</u>
TOTALS	246	\$52,859	\$215	\$140

- (1) Excludes five trips run on remaining funds from the 1979 budget
- (2) Excludes \$845 in cancellation fees
- (3) Excludes \$200 in cancellation fees
- (4) Figure 3.18% less than billed due to disallowed interest charges

The final column of Table 3-12 shows the average transportation subsidy per bus for each provider and for all buses. These are figured by subtracting the \$75 revenue per bus paid by each group from the average bus charges. The overall average of \$140 per bus compares with the total program subsidy of \$227 per bus as shown in Table 3-8 (\$581 if including NPS expenditures).

### 3.3.3 Marketing

As previously noted, 1980's approach to marketing was essentially the same as 1979's, which was successful in generating demand within the desired target population. The major marketing component was a direct mailing to about 3000 organizations (see Appendix C). NPS and SMMC project personnel combined efforts to generate the mailing list, produce the brochure, and conduct the mailing. The 1980 mailing list was about twice as large as the 1979 list.



Direct mail is an extremely efficient way to target efforts both geographically and demographically. As was the case in 1979, this activity was highly successful in reaching organizations with largely low income, transit dependent memberships located in the target areas. Overall demand was again considerably beyond the project's ability to supply trips as evidenced by the lengthy waiting list of groups accumulated during Phase I of the demonstration. In addition, very few groups outside the target areas requested participation.

Follow-up telephone calls to a subset of the organizations on the 1980 mailing list also proved effective in generating sign-ups. Most of these calls went to organizations that either participated in 1979 or were on the 1979 waiting list. Presentations were also made to key area organizations such as parks and recreation departments, school districts, and large senior citizens' groups.

In addition to the direct mail marketing campaign, publicity was sought from news media early in the demonstration period. This activity was quite successful in 1979. Especially beneficial was coverage on the early news program by a major Los Angeles TV station near the beginning of the 1979 demonstration period.

Efforts to generate publicity in 1980 were relatively more successful with respect to local newspapers (partly due to the expansion of the target area into more communities with local papers), but somewhat less successful with respect to broadcast media. While some coverage resulted, especially on radio, the "media event" scheduled in April involving a trip to the parks by members of the Los Angeles County Board of Supervisors and a proclamation by Mayor Tom Bradley declaring April 10th as "Santa Monica Mountains Park Day", failed to produce any significant coverage such as in 1979. As previously noted the lack of coverage may have been due to a "more important" news item about transit--RTD's general fare increase, which went into effect the same day.

It is apparent that the favorable word-of-mouth publicity for the program generated in 1979 continued to grow in 1980. With a broader base of support, the need to "sell" the program decreased. Further evidence of widespread word-of-mouth publicity comes from the increasing support and cooperation from political officials in target areas. These included the Mayor and Board of Supervisors of Los Angeles as well as elected and appointed officials in many small communities.

An attempt was made to evaluate this year's marketing efforts on a relative basis by asking each group inquiring about the program where they first heard about it. The brochure mailing was by far the most successful marketing technique. Over 75 groups cited the brochure as the reason for their call to reserve a bus. Over 50 groups used the service because of presentations or other direct contact by the staff. Press releases by political offices resulted in reservations from more than 20 groups. A small number of groups indicated that they heard of the program through radio or television.

Phase II marketing activities were less successful than Phase I as evidenced by the lower demand. These activities were greatly reduced from Phase I levels, consisting only of a limited mailing of a notice of continuation (see Appendix C), and telephone calls to waitlisted groups from Phase I. It is unclear whether or not a more substantial marketing/publicity effort for Phase II would have resulted in greater demand.

## 4. PROJECT IMPACTS

This chapter examines three different types of project impacts. The first section reviews impacts on the demonstration generated by resource contributions from organizations not directly involved in the SMD grant. The second section discusses specific problems encountered during both 1979 and 1980, including efforts to resolve 1979's problems, and new problems arising in 1980--some of which were anticipated and some not. The third section singles out for discussion the problems that arose from choosing an MPO with little experience implementing programs as the project grantee.

### 4.1 EXTERNAL RESOURCE CONTRIBUTIONS

The expansion of demonstration service in 1980 to six parks and a significantly larger geographic area was in part due to the contributions of several organizations only peripherally involved in 1979. Examples include:

1. The National Park Service teamed up with the Santa Monica Mountains Conservancy to both plan and conduct trips. While NPS acted in a consulting role in 1979 1980's contribution included direct labor, materials, and in-kind services valued at almost \$90,000, virtually doubling the size of the project budget granted by UMTA. The direct impact of NPS's 1980 involvement was a better coordinated and more thorough execution of pre-trip orientation activities and guided tours at the parks. In addition, NPS's involvement allowed SMMC personnel to spend more time planning and coordinating the demonstration service--a more difficult task in 1980 with the program expansions described in Chapter 2.





FIGURE 4-1. IN FRONT OF THE WILL ROGERS HOUSE



2. The Watts Labor Community Action Committee (WLCAC) became an active participant in the demonstration in 1980 as one of the three private transportation providers. In 1979, WLCAC acted only in an advisory capacity providing information to project personnel necessary to bridge cultural gaps between them and the inner-city organizations using the service. This information was particularly useful to SMMC project leaders in 1979 and NPS park rangers in 1980 in conducting pre-trip orientation sessions for participants.
3. During 1980, 26 groups used the trip reservation service, the pre-planning activities and the park ranger programs, but provided their own transportation to the parks. This was a significant increase over the few times it was done in 1979, and had the effect of increasing the number of trips the program was able to provide. Many of the groups using their own transportation were predominantly handicapped groups, requiring special equipment and/or lift-equipped vehicles.

## 4.2 PROBLEMS ENCOUNTERED

Many of the problems encountered in the first year of the demonstration were wholly or partially resolved in 1980. For example:

1. RTD's prohibition against running a charter service was removed. Although RTD eventually decided against operating a charter service, its participation in 1980's demonstration was conducted under proposed charter rules. This eliminated several inconveniences to groups (enforced in varying degrees) including the

requirement that pick-ups and drop-offs be made at regular RTD bus stops, that individual fares be collected, and that the transportation service be available to anyone who wanted it.

2. The costly need for an extra safety operator to guide RTD buses at the entrance to Malibu Creek Park was eliminated when NPS park rangers agreed to perform this duty.
3. Variations in group size resulting in nearly empty buses or requiring extra buses on the spur of the moment were reduced, although this problem was not completely eliminated.
4. Demonstration funds were better allocated in 1980 with a much greater percentage going to the service itself. Combined with the commitment of substantial resources by the National Park Service, funding was virtually eliminated as a problem for the level of service offered.

Several problems encountered in 1979 continued to be problems in 1980:

1. Although efforts were made to initiate the grant application process earlier in 1980, thereby eliminating the need to initiate the service prior to grant approval, the process still took longer than anticipated, and once again a letter-of-no-prejudice was issued in order that service could commence on schedule (such a letter indicates that any local funds expended are refundable when and if the grant is subsequently approved). As a result, marketing efforts were again delayed resulting in under-demand for the first few weeks of scheduled service.

2. Uneven demand continued to be a problem, although as the waiting list for the trips grew during Phase I, over-demand became a more dominant problem. Early in the demonstration, demand for trips on Sundays was significantly lower than that for any other day. Even as groups desiring weekday and Saturday service were waitlisted, trips went unused on Sundays. This problem was reduced by running advertisements in local newspapers specifically for Sunday service. More pervasive was the overall lack of demand in Phase II. This was probably due in part to insufficient marketing and publicity. It also suggests that the fall season may not be a good time to offer the service.
3. Conscientious administration of the park user survey by local personnel was even more of a problem in 1980 than in 1979. Despite continued efforts to adequately administer and supervise this activity by project staff, many of the groups selected for surveys simply were not included. As a result, a somewhat biased sample was drawn when stratifications by origin, destination, group type and transit operator were not strictly adhered to.

Finally, 1980 produced two new problems that did not occur in 1979:

1. There were many more trip cancellations in 1980, over half of which occurred too late to substitute another group from the waitlist. While the longer season suggests that adverse weather may have been a factor in the increase (several spring days were foggy and relatively cold, especially at the beach parks), it was cited by just 3 of the 61 groups cancelling trips. The most often cited reason was a failure to "get their act together", a problem that might have been

reduced with more frequent contact between groups and project personnel prior to the trip. Such contact was in fact more frequent in 1979.

2. The expanded number of organizations directly involved in running this year's service produced problems in coordination that were less evident in 1979. These problems were at least in part due to having SCAG as the project grantee in 1980. Primarily a planning agency, SCAG had very little experience with implementation of a program such as this one. The problems this caused are discussed in the next section.

#### 4.3 THE MPO AS PROJECT GRANTEE

Whereas just RTD and its subcontractor (the Santa Monica Mountains Comprehensive Planning Commission--forerunner of the Santa Monica Mountains Conservancy) ran this demonstration program in 1979, principal players in 1980 included SCAG, SMMC, NPS, and four transportation providers. Problems already mentioned such as cancellations and poor survey administration were at least in part undoubtedly an outgrowth of this expansion as well as difficulties in expediting payments between various parties and even an occasional mix-up in a group pick-up time or place. However, probably the most pervasive problem in 1980 and one that may go a long way toward explaining many of the other problems documented in this section and elsewhere in the report was having SCAG as the project grantee. While the project personnel from SCAG conducted their part in administering the grant satisfactorily, as a planning organization SCAG is simply not set up to properly administer a program that primarily involves implementation. This was evident from the very beginning when contracts were being drawn up between SCAG and its subcontractor (SMMC), and between SCAG and the transit operators. SCAG rarely enters into



contracts involving the delivery of services and is not well-versed in its own requirements for the terms of such contracts. No contracts were signed until well into the demonstration period, and in the case of RTD, the contract was not signed until late September! It is fortunate that all transit operators agreed to provide uninterrupted service without contracts. In fact, RTD refused to continue this practice in Phase II and as a result was used for just one trip in October after a new (and the old) contract was signed.

In addition to contract problems, SCAG's mandatory pre-audits of the service providers (performed by Arthur Young & Co.) were delayed for so long that Phase I service was complete before a single payment was authorized to any of the providers. Payments to the subcontractor (SMMC) were also delayed to the point where SMMC was itself forced to finance expenditures early in the program.

Finally, SCAG indicated that although they willingly accepted this project, it was on an experimental basis only. Informal talks with project personnel during the demonstration revealed their conclusion that this type of undertaking was in fact not consistent with their organizational structure and objectives. While SCAG agreed to continue administration of the grant into its third year (see the following section on future service in the next chapter), it is highly unlikely that they will continue in this role should the program continue beyond 1981.

Looking back over the two year duration of this demonstration, it appears that the Santa Monica Mountains Conservancy (formerly the Santa Monica Mountains Comprehensive Planning Commission) would have been a much better organization to administer the grant; however SCAG was the applicant and thus the grantee. It is also possible that if SMMC formally administered the program, SCAG might usefully serve as a broker, especially in the planning phase, to help coordinate organizations from different counties in the Los Angeles area.



## 5. FUTURE PLANS AND TRANSFERABILITY

This chapter looks at plans for future service following the termination of SMD demonstration funds. It also examines issues in transferability of key project concepts to other locations. The chapter begins with a brief overview of service in 1981 under funds remaining from the 1980 demonstration grant.

### 5.1 1981 SERVICE

When plans were originally formulated for a second phase of service in 1980 (August through October), it was anticipated that a small amount of funding might remain at its conclusion. Plans called for simply continuing to run trips, with no further involvement of the National Park Service, until these excess funds were exhausted.

In fact, over \$25,000 remained at the conclusion of Phase II. It was decided at that time to submit a formal proposal to SMD to extend service through a third year of spring and summer trips. No additional SMD funds were sought for 1981.

SCAG agreed to continue administering the grant and signed contract extensions with the three private transit providers through the summer of 1981. RTD did not participate in 1981. NPS also agreed to participate in 1981, rehiring the seasonal park rangers to perform the same duties as in 1980. Assisting NPS in the ranger interpretive function in 1981 was the California Conservation Corps, which donated the services of two staff members. SMMC continued as consultant to SCAG for program operations.

Several new park destinations were offered in 1981 in addition to the six parks served in 1980. Most popular among these were two Los Angeles City Parks--Elysian (two miles north of downtown Los Angeles) and Griffith (six miles northwest of downtown Los Angeles); and Zuma Beach (five miles east of Leo Carrillo State Park).

1981 service saw 133 trips carry approximately 6,000 participants to the parks through August.\* Ninety percent of the trips were run from April through July, with July being the most popular month with 53 trips.

All but seven of the trips in 1981 were conducted using Associated buses. Six of the remaining trips were conducted with Safeway buses. WLCAC ran one bus trip in 1981. The average charge for Associated's buses was \$176, up 3.5% from 1980's figure of \$170. For Safeway's six trips, the average 1981 charge was \$180--unchanged from 1980.

## 5.2 FUTURE PLANS

As this report is being prepared, prospects for continuing recreational transit service to the Santa Monica Mountains beyond the demonstration period are quite hopeful. Three sources of funding are being sought for a continuation of the service in 1982. The most promising of these is a \$100,000 "grant" from the developer of an office building in the city of Santa Monica. The money will actually come in the form of a fee to be paid by the developer for some form of transit service in exchange for approval to build from the California Coastal Commission. The Santa Monica Mountains Transit Service was selected as recipient of the funds over the other alternative under consideration--a shuttlebus for tenants of the new building. The developer has already agreed to pay the fee. The only remaining question is when the funds will become available for use. A moratorium on all building in Santa Monica delayed the project, but has since been lifted.

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\*Four of these trips were actually run in the last two months of 1980.



The Santa Monica Mountains Conservancy, which will likely have full administrative control of any continuing service, is currently drawing up project requests for 1982-83 energy and resources funds from the state. One such request is \$2 million for outreach programs, part of which would be for transportation, starting July 1, 1982. While it is unlikely that the full request will be granted, the Conservancy is optimistic that some portion of it will be.

Finally, the National Park Service is seeking funds in two ways to help support continuation of the service. One is an application for funds under the Williams Bill. Title 3 of this bill authorizes NPS to extend public transit lines, primarily in urban areas, either to facilitate the use of parklands by the transportation handicapped, or in areas where automobile use would be harmful to the environment. In addition, NPS has included a request for funds in its operating budget to continue the seasonal park ranger program. Unfortunately, in view of a virtual freeze on appropriation of funds authorized under the Williams Bill and the current political climate in Washington surrounding NPS, neither of these potential sources of funds is likely to materialize.

### 5.3 TRANSFERABILITY

Although the geographic and physical characteristics and to a lesser extent the facilities of the Santa Monica Mountain Parks are site specific, the concept of a recreational transit service targeted to heavily transit dependent areas should readily transfer to many other locations. A general set of conditions necessary for such transfer would include a set of attractions, a sizable low income population, a willing and able grant recipient, available source(s) of transportation, and funding. A period of predictably good weather might also be necessary depending on the ability to either divert trips to

attractions not weather dependent, or the economic ability of the program to withstand frequent last minute cancellations.

Many of the issues raised in 1979 as potential threats to transferability of the service were at least partially alleviated following changes introduced in 1980. These include:

1. Cost of transportation was probably the single most important issue in 1979. With an average cost of \$234 per trip and average revenues of only \$38, it was questionable as to whether or not this service could be continued without prohibitively heavy subsidies. While it is still highly unlikely that this type of program could ever be 100% self-supporting, farebox recovery was considerably higher in 1980. The average charge of \$215 per trip on revenues of \$75 represents an overall farebox recovery increase from 16% to 35%. In addition, as trip charge and not trip cost was used as the basis for cost analysis in 1980, the 35% is likely a conservative estimate since it is unlikely that actual trip costs would have exceeded trip charges for any of the providers.

For RTD, the farebox returned 24% of the average \$311 trip charge. This is considerably below their system-wide mandated average of 40% (and an actual average of 46% in 1979). Actual trip costs would have to be \$188, 40% below the \$311 average trip charge before the 40% recovery figure would be attained. However, not all RTD service need meet the 40% criterion to be continued. If considering the lowest cost private charter operator only (Associated), the farebox recovered 44% of the average trip charge--a figure higher than that of most public transit districts.

It should be noted that in this discussion of costs, only direct transportation charges are included. Addition of other program operating costs would show higher subsidy levels, especially if including expenditures by the National Park Service (refer back to Table 3-8).

2. In 1979, RTD was the sole provider of transportation for the program. As a non-charter operator, it was unclear what changes would occur if RTD added a charter service or if private operators were used. Since both were successfully done in 1980, this is no longer an issue.\*
3. It was also cautioned that one of the key determinants of success in 1979 was the frequently uncompensated efforts of project personnel at the Santa Monica Mountains Comprehensive Planning Commission (became the Santa Monica Mountains Conservancy in 1980). While the same staff members were also consultants for 1980's demonstration, much of their unpaid efforts in 1979 were successfully transferred in 1980 to other paid personnel including the NPS seasonal park rangers and the reservations clerks. Thus the 1980 costs are more reflective of the actual work done than in 1979.

While the preceding issues appear to pose less of a threat to generalizability than was evident in 1979, several other issues must be considered which may or may not occur in other settings:

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\*As previously noted, RTD's charter service proposal was eventually dropped. However, the Santa Monica Mountains service was run under "proposed charter conditions."

1. NPS, which effectively doubled the size of the 1980 grant, did not do so as an altruistic gesture. In fact, NPS as well as SMMC are heavily involved in the establishment of the Santa Monica Mountains National Recreation Area, one requirement of which is to develop a transportation system to the area accessible to all segments of the population. Thus the funds committed by NPS represented a dual use of resources that might not be the case in other settings.
2. The expansion of this year's service beyond the boundaries of Los Angeles County required a change in the project grantee. While SCAG, the regional planning agency, voluntarily took on this role, it was not without reservation and in fact it was sufficiently different from its normal function that it is highly unlikely they would do it again (this was more fully discussed in Section 4.3). It seems quite likely that other MPOs would also experience difficulty administering this type of program.
3. Weather continues to be an area specific influence on the program. While expansion of service in 1980 to the spring permitted operating under a wider variety of weather conditions, the fact remains that throughout the spring, summer, and fall, and even for most of the winter, Southern California has a climate that offers very little impediment to the enjoyment of outdoor activities. Just three trips were cancelled from April through October for weather related reasons. Fire danger, of course, continued to be a concern. While the expanded number of parks in 1980 permitted more flexibility in diverting trips on days of extreme heat, the decision was not made to schedule any trips to Malibu Creek Park beyond the end of July.



Finally, the original concept for this demonstration proposed fixed-route/fixed-schedule transportation to the Santa Monica Mountain Parks. This was abandoned at the outset in favor of a subscription service. While a fixed-route service would provide a potentially higher level of service in terms of coverage, frequency, and the freedom to travel to the parks without advance commitment, the drawbacks appear to significantly outweigh the advantages. These include the difficulty of coordinating organized programs at the parks with a fixed-route service, the inability to adequately prepare inexperienced visitors for park opportunities and demands, the uneven demand that is also a problem for subscription service, and the increased cost of establishing new routes to all the parks.

For these reasons, there is no reason to believe following the second year of demonstration service that a fixed-route service is any more likely than at the conclusion of 1979's demonstration period. If anything, the chances that such a service could be conducted at anything other than a prohibitive cost seem even more remote.



APPENDIX A  
PRIVATE CHARTER OPERATOR  
REQUEST FOR PROPOSAL



600 South Commonwealth Avenue • Suite 1000 • Los Angeles • California • 90005 • 213/385-1000

March 4, 1980

RE: Request for Proposal to  
perform Charter Bus Service  
for the Santa Monica Mountains  
Recreational Transit Program

Dear

The Southern California Association of Governments (SCAG) is requesting proposals from charter bus operators for Recreational Services to five parks in the Santa Monica Mountains from various areas in the Los Angeles, San Fernando, Moorpark and Oxnard areas during the months of April-July 1980. Issuance of contracts for this request for proposal (RFP) is contingent upon receiving funding from the U.S. Department of Transportation. We expect funding approval for this project shortly.

If you are interested in participating in this endeavor, please send your proposal to Jim Ballou, Contracts Coordinator, SCAG, 600 South Commonwealth Avenue, Suite 1000, Los Angeles, CA 90005, by Friday, March 28, 1980, 10:00 a.m. The proposal should address the components as stated in the attached request for proposal (RFP).

In accordance with Title VI of the Civil Rights Act of 1964, SCAG hereby notifies all bidders that it will ensure that minority business enterprises will be afforded full opportunity to submit bids in response to this invitation. We will further ensure that respondents to this request will not be discriminated against on the grounds of race, color, or national origin in consideration of an award.

Questions concerning the program should be directed to the Recreational Transit Program coordinators, Sonya Thompson and Bruce Eisner, at (213) 620-2021.

Sincerely,

A handwritten signature in cursive script, reading 'W.O. Ackermann, Jr.', is positioned below the 'Sincerely,' text.

W.O. Ackermann, Jr.  
Director of Programming and Evaluation

WOA:bb



## REQUEST FOR PROPOSAL

The Southern California Association of Governments requests proposals from independent charter bus companies licensed in the State of California to operate a subscription recreational bus service for the Santa Monica Mountains Recreational Transit Program. The service shall be operated in accordance with State Regulations, Section 5351 through 5419 of the Public Utilities Code.

It is anticipated that the period of service will be April 3, 1980 through August 3, 1980. There will be three to four trips per week, operating on the schedule Wednesday through Friday. The maximum number of daily trips is three.

### Proposal Selection Process

- o Typewritten proposals must be received by 10:00 a.m. on Friday, March 28, 1980.
- o Proposals will be reviewed by a selection committee on Monday, March 31, 1980, and ranked in accordance with criteria described below.
- o Applicants may be asked to meet with selection committee; if so, interviews will take place on Tuesday, April 1, 1980.
- o Selection and notification will be made on Tuesday afternoon, April 1, 1980.

### Description of Program

The Santa Monica Mountains Recreational Transit Program will provide bus service to primarily transit dependent groups, as outlined below.

- o TRIP ORIGIN AND DESTINATION - Groups will board buses at pre-arranged times and meeting places within the pick-up area indicated on the attached map. Buses will remain with the group and return with the group at prearranged time, to the place of origin.
- o HOURS OF SERVICE - variable during daylight hours from 7:00 a.m. to 8:00 p.m. Trip may be as short as 4 hours round trip; most trips will be 8 hours round trip from pick-up time to off-loading at group's place of origin.
- o NUMBER OF TRIPS - Number of trips on any given day will be 0-3. The total number of trips in the contract period from the Los Angeles and San Fernando area will be 44-52. The total number of trips in the contract period from the Oxnard and Moorpark area will be 14-18.
- o PASSENGER INFORMATION - Groups will be of all ages, some exclusively seniors, some teenagers or young children, some families. Carrier equipment should be flexible enough to be matched to group, if possible. 40-50 passengers are expected on each bus.
- o MILES PER TRIP - Average round trip is assumed to be 100 miles. Actual mileage may vary from between 40 and 140 miles.

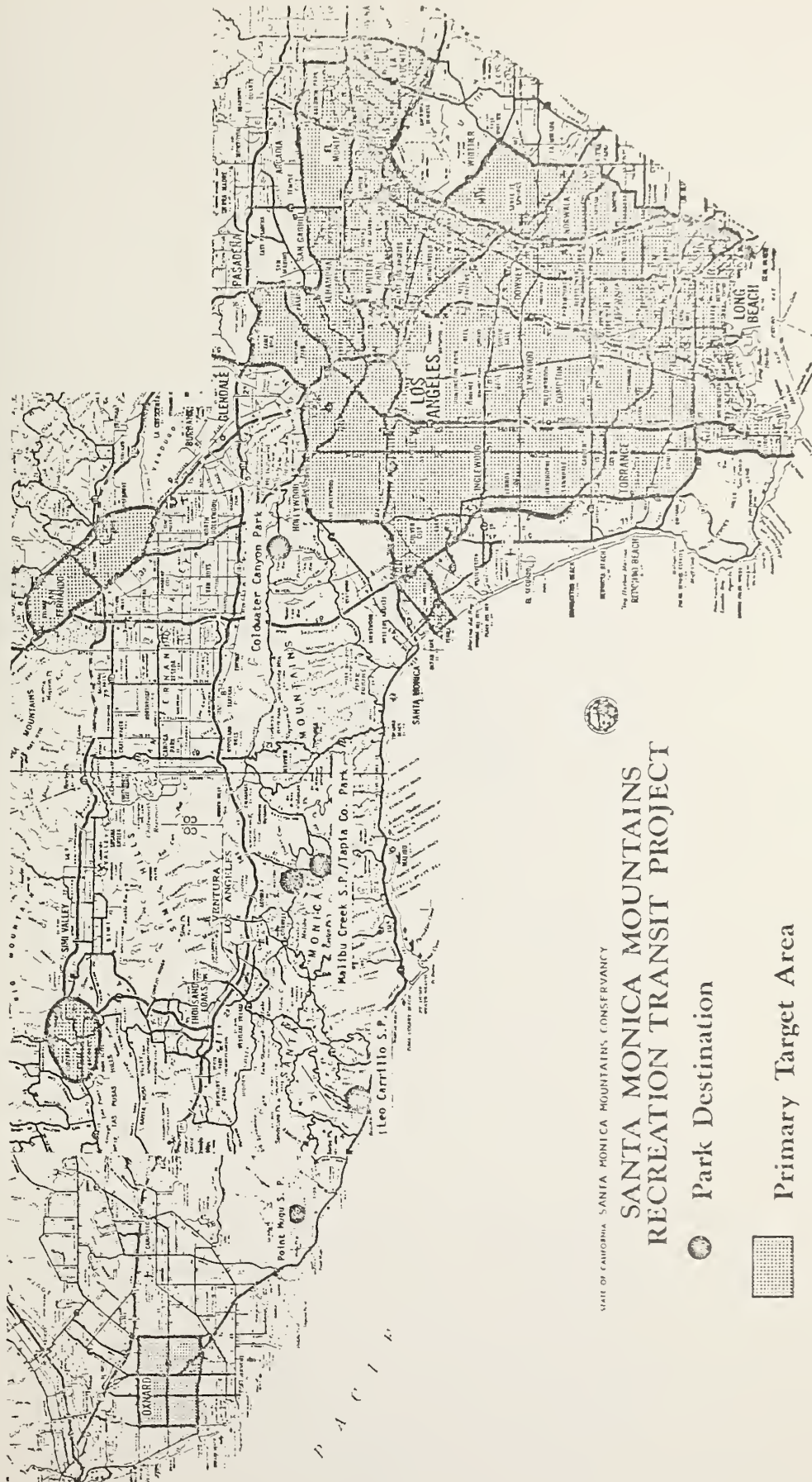
## Proposal Package

Carrier proposal should include, as a minimum, the following information:

- o DESCRIPTION OF CARRIER EXPERIENCE - Include safety record, references, data on drivers, PUC certificate number, summary of liability coverage.
- o DESCRIPTION OF EQUIPMENT - Type and number of buses, condition and age of buses.
- o DESCRIPTION OF BACK-UP CAPABILITY - ability to replace non-functional equipment or to provide auxiliary equipment on short notice. Indicate average response time and location of dispatch office.
- o DESCRIPTION OF AREA TO BE SERVED - Los Angeles area, San Fernando area, Moorpark and Oxnard. Individual proposals may be submitted from any or all primary target areas.
- o COST OF PROPOSED SERVICE - specifying:
  - 1) firm fixed rate for an 8-hour day -- 100-mile round trip;
  - 2) adjustment factors for greater or lesser times or distances in terms of dollars per hour for time adjustments and dollars per mile for distance adjustments;
  - 3) all costs included in determining firm fixed rate and adjustment factors including but not limited to direct operating, labor, insurance, administrative and other overhead costs and profit. If more than one type of bus is to be used (e.g., school, modified school, transit coach, or highway liner), costs should be separately itemized for each type.

## Evaluation Criteria

The proposals will be evaluated on the criteria specified above, and on the overall responsiveness to the RFP, demonstration of ability to meet schedule service, and demonstration of ability to perform within budget.



STATE OF CALIFORNIA SANTA MONICA MOUNTAINS CONSERVANCY

# SANTA MONICA MOUNTAINS RECREATION TRANSIT PROJECT

● Park Destination



Primary Target Area





APPENDIX B  
RTD-SCAG CONTRACT

CONTRACT BETWEEN  
SOUTHERN CALIFORNIA ASSOCIATION OF GOVERNMENTS  
AND  
SOUTHERN CALIFORNIA RAPID TRANSIT DISTRICT

THIS AGREEMENT, entered into as of this 12th day of April, 1980 by SOUTHERN CALIFORNIA RAPID TRANSIT DISTRICT (herein called Contractor) and the Southern California Association of Governments (herein called SCAG) which agreement does hereby incorporate by reference the contract(s) between SCAG and the United States of America whereby this project is funded,

WITNESSETH THAT:

WHEREAS,

SCAG desires to engage the Contractor to render certain transportation services hereafter described in connection with an undertaking which is to be financed in part by the Urban Mass Transportation Administration.

The Federal Government is not a party to this contract.

NOW THEREFORE: The parties hereto do mutually agree as follows:

1. Employment of Contractor. SCAG hereby agrees to engage the Contractor and the Contractor hereby agrees to perform the services hereinafter set forth in this contract.

2. Incorporation of Federal Guidelines. The terms of all relevant Federal and State grant provisions and guidelines, as presently written, bearing on this agreement are hereby wholly incorporated by reference herein and made a part of this agreement and take precedence over any inconsistent terms of this agreement.

3. Scope of Services. The Contractor shall do, perform, and carry out, in a satisfactory and proper manner, as determined by SCAG, the services indicated in Appendix A to this contract. Contractor is authorized to begin work upon this contract effective April 12, 1980.

4. Personnel.

a. The Contractor represents that it has, or shall secure at its own expense, all personnel required in performing the services under this contract. Such personnel shall not be employees of or have any contractual relationship with SCAG.

b. All of the services required hereunder shall be performed by the Contractor or under its supervision, and all personnel engaged in the service shall be fully qualified and shall be authorized under State and local law to perform such services.

c. None of the services covered by this contract shall be subcontracted without the prior approval of SCAG. All subcontracts shall contain the same applicable provisions of this contract.

5. Time for Performance. The services of the Contractor are to commence on April 12, 1980 and shall be undertaken and completed in such sequence as to assure its expeditious completion in light of the purposes of this contract, but in any event all of the services required herein shall be completed not later than August 3, 1980.

a. In the event Contractor fails to satisfactorily perform and complete services specified in Appendix "A" in a timely manner, CONTRACTOR will be liable for damages as a result of Contractor's failure to fulfill its obligations under the contract.

6. Compensation. SCAG agrees to pay the Contractor using the following firm fixed rate structure: a) The minimum charge is \$205 per bus for 5 hours; b) The hourly charge to the nearest half-hour from five (5) hours to eight (8) hours of service is \$31.00 per hour; c) The hourly charge, to the nearest half-hour beyond eight (8) hours is \$36.00 per hour; d) A cancellation charge of \$80.00 will be made for any service cancelled less than 48 hours in advance of pick-up time. Additionally, SCAG shall pay on a reimbursement basis any and all tolls, permits and parking fees required. The reimbursement of these fees excludes fines for violation of Federal, state, local, or municipal laws.

7. Method of Payment. SCAG shall pay to the Contractor using the rate structure referenced in Paragraph 6 Compensation, and this shall constitute the rate of compensation for the Contractor's services herein. Such sum shall be paid in the following manner, in every case, subject to receipt of a requisition for payment from the Contractor.

a. Contractor is hereby expressly put on notice that no employee of SCAG has authority to authorize in writing or otherwise any additional services which would increase the rate structure of this agreement without SCAG Executive Committee approval.

b. Contractor shall submit said requisition, attention SCAG Finance Officer, not more frequently than every 30 days.

c. Transit services shall be reserved and provided on Saturdays and Sundays of the contract period, upon notice from the Santa Monica Mountains Recreation Transit Program. Notice may be by phone to the contractor dispatch office, no less than 10 days prior to the reservation, followed by written confirmation. Reservation form is attached as Exhibit B.

d. Contractor shall specify on said requisition that he has satisfactorily performed the work for which payment is being requisitioned in conformance with the contract, and that he is therefore entitled to receive the amount so requisitioned under the terms of the contract.

e. All costs charged to this contract by Contractor shall be supported by appropriate documents, evidencing in proper detail the nature and propriety of the charges, and shall be costs allowable as determined by Federal Management Circular 74-4 and Code of Federal Regulations, Title 41 (Public Contracts and Property Management) Part 1-15 Contract Cost Principles and Procedures, Subpart 1-15.7 Grants and Contracts with State and Local Governments. Such documents shall be kept available for inspection by SCAG and other authorized agencies during the period of performance of the contract, and for four years thereafter.

f. In the event that any of the charges for which SCAG reimburses the Contractor are later disallowed by the Urban Mass Transportation Administration, Contractor expressly agrees to reimburse SCAG an amount equal to that disallowed. SCAG agrees to assert any appeal for disallowed charges on behalf of Contractor.

8. Hold Harmless. The Contractor and SCAG agree to hold each other mutually harmless from and on account of any and all liability, whether property damage or personal injury, arising from each party's negligent performance of this contract.

9. Acceptance. Acceptance of the terms of this contract shall be by the signing of this contract in the space provided by the respective parties and their counsel.



10. Prohibition Against Contingent Fees. The Contractor warrants that no person or company has been employed or retained to solicit or secure this contract upon an agreement or understanding for a commission, percentage, brokerage, or contingent fee, excepting bona fide employees, nor has the Contractor paid or agreed to pay any person, company, corporation, individual or firm, other than a bona fide employee, any fee, commission, contribution, donation, percentage, gift, or any other consideration, contingent upon or resulting from award of this contract. For any breach or violation of this provision, SCAG or the UMTA shall have the right to terminate this agreement without liability and, at his discretion, to deduct from the contract price, or otherwise recover the full amount of such fee, commission, percentage, gift or consideration and any other damages, and shall be responsible for reporting the details of such breach or violation to the proper legal authorities, where and when appropriate.

11. Termination of Contract for Cause. If through any cause the Contractor shall fail to fulfill in timely and proper manner its obligations under this contract, or if the Contractor violates any of the covenants, agreements, or stipulations of this contract, SCAG shall thereupon have the right to terminate this contract by giving not less than ten (10) days written notice to the Contractor of intent to terminate and specifying the effective date thereof. SCAG shall provide an opportunity for consultation with the Contractor prior to termination. The Contractor will only be paid the contract price for the services performed in accordance with the manner of performance set forth in the contract.

The Contractor shall have no obligation to fulfill requirements of this agreement if its operations may have been suspended by reason of a work stoppage on its properties, or for any reason beyond its control resulting in the Contractor's inability to furnish manpower or equipment during the term of this contract.

Notwithstanding the above, the contractor shall not be relieved of liability to SCAG for damages sustained by SCAG by virtue of any breach of the contract by the Contractor, and SCAG may withhold any payments to the Contractor for the purpose of setoff until such time as the exact amount of damages due to SCAG from the Contractor is determined.

12. Termination at Convenience of SCAG. SCAG may terminate this contract, in whole or in part, at any time by written notice to the Contractor. The Contractor shall be paid its costs, including contract close-out costs, and profit on services performed up to the time of termination. The Contractor shall promptly submit its termination claim to be paid the Contractor.

13. Contract Changes. SCAG may, from time to time, require changes in the scope of the services of the Contractor to be performed herein. Such changes, including any increase or decrease in the amount of the Contractor's compensation, which are mutually agreed upon by and between SCAG and the Contractor, shall be incorporated in written amendments to

this contract. No oral understanding or agreement not incorporated herein shall be binding on any of the parties hereto. Amendments inconsistent with the provisions and intent of this agreement may not be utilized.

14. Equal Employment Opportunity/Nondiscrimination. In connection with the execution of this contract, the Contractor shall not discriminate directly or indirectly against any employee or applicant for employment because of race, color, religion, sex, or national origin. The Contractor shall take affirmative action to ensure that applicants are employed, and that employees are treated during employment, without regard to their race, color, religion, sex, or national origin. Such action shall include, but not be limited to the following: Employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selections of training, including apprenticeship. The Contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices setting forth the provisions of the Equal Opportunity clause.

a. The Contractor shall, in all solicitations or advertisements for employees placed by or on behalf of the Contractor, state that all qualified applicants shall receive consideration for employment without regard to race, color, religion, sex, or national origin.

b. The Contractor shall send to each labor union or representative of workers with which he has a collective bargaining agreement or other contract or understanding, a notice advising the labor union or workers' representative of the Contractor's commitments under this Equal Opportunity clause, and shall post copies of the notice in conspicuous places available to employees and applicants for employment.

c. The Contractor shall comply with all provisions of Executive Order No. 11246 of September 24, 1965, as amended and of the rules, regulations, and relevant order of the Secretary of Labor.

d. The Contractor shall furnish all information and reports required by Executive Order No. 11246 of September 24, 1965 as amended, and by the rules, regulations, and orders of the Secretary of Labor, or pursuant thereto, and shall permit access to his books, records, and accounts by Agency and the Secretary of Labor for purposes of investigation to ascertain compliance with such rules, regulations, and orders.

e. In the event of the Contractor's non-compliance with the Equal Opportunity clause of this contract or any of the said rules, regulations, or orders, this contract may be cancelled, terminated, or suspended, in whole or in part, and the Contractor may be declared ineligible for further government contracts in accordance with procedures authorized in Executive Order No. 11246 of September 24, 1965 as amended, and such other sanctions may be imposed and remedies involved as provided in Executive Order No. 11246 of September 24, 1965 as amended, or by rule, regulation, or order of the Secretary of Labor, or as otherwise provided by law.

f. The Contractor shall include the provisions of paragraphs (a) through (f) in every subcontract or purchase order unless exempted by rules, regulations, or orders of the Secretary of Labor issued pursuant to section 204 of Executive Order No. 11246 of September 24, 1965 as amended, so that such provisions will be binding upon each subcontract or vendor. The Contractor shall take such action with respect to any subcontract or purchase order as SCAG may direct as a means of enforcing such provisions, including sanctions for noncompliance. Provided, however, that in the event the Contractor becomes involved in, or is threatened with litigation with a subcontractor or vendor as a result of such direction by SCAG, the Contractor may request the United States to enter into such litigation to protect the interests of the United States.

15. Affirmative Action for Handicapped Workers

a. The Contractor will not discriminate against any employee or applicant for employment because of physical or mental handicap in regard to any position for which the employee or applicant for employment is qualified. The Contractor agrees to take affirmative action to employ, advance in employment and otherwise treat qualified handicapped individuals without discrimination based upon their physical or mental handicap in all employment practices such as the following: employment, upgrading, demotion or transfer, recruitment, advertising, layoff or termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship.

b. The Contractor agrees to comply with the rules, regulations, and relevant orders of the Secretary of Labor issued pursuant to the Act. (29 USC 706)

c. In the event of the Contractor's noncompliance with the requirements of this clause, actions for noncompliance may be taken in accordance with the rules, regulations and relevant orders of the Secretary of Labor issued pursuant to the Act.

d. The Contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices in a form to be prescribed by the Director, provided by or through the Contractor. Such notices shall state the Contractor's obligation under the law to take affirmative action to employ and advance in employment qualified handicapped employees and applicants for employment, and the rights of applicants and employees.

e. The Contractor will notify each labor union or representative of workers with which it has a collective bargaining agreement or other contract understanding, that the Contractor is bound by the terms of Section 503 of the Rehabilitation Act of 1973, and is committed to take affirmative action to employ and advance in employment physically and mentally handicapped individuals.

f. The Contractor will include the provisions of this clause in



every subcontract or purchase order of \$2,500 or more unless exempt by rules, regulations, or orders of the Secretary issued pursuant to Section 503 of the Act, so that such provisions will be binding upon each subcontractor or vendor. The Contractor will take such action with respect to any subcontract or purchase order as the Director of the Office of Federal Contract Compliance Programs may direct to enforce such provisions, including action for noncompliance.

16. Civil Rights. During the performance of this contract, the contractor, for itself, its assignees and successors in interest (hereinafter referred to as the "contractor") agrees as follows:

(1) Compliance with Regulations: The contractor shall comply with the Regulations relative to nondiscrimination in Federally-assisted programs of the Department of Transportation (hereinafter, "DOT") Title 49, Code of Federal Regulations, Part 21, as they may be amended from time to time, (hereinafter referred to as the Regulations), which are herein incorporated by reference and made a part of this contract.

(2) Nondiscrimination: The contractor, with regard to the services performed by it during the contract, shall not discriminate on the grounds of race, color, or national origin in the selection and retention of subcontractors, including procurements of materials and leases of equipment. The contractor shall not participate either directly or indirectly in the discrimination prohibited by section 21.5 of the Regulations.

(3) Solicitations for Subcontracts, Including Procurements of Materials and Equipment: In all solicitations either by competitive under a subcontract, including procurements of materials or leases of equipment, each potential subcontractor or supplier shall be notified by the contractor of the contractor's obligations under this contract and the Regulations relative to nondiscrimination on the grounds of race, color, or national origin.

(4) Information and Reports: The contractor shall provide all information and reports required by the Regulations or directives issued pursuant thereto, and shall permit access to its books, records, accounts, other sources of information, and its facilities as may be determined by the Sponsor or the UMTA to be pertinent to ascertain compliance with such Regulations, orders and instructions. Where any information required of a contractor is in the exclusive possession of another who fails or refuses to furnish this information, the contractor shall so certify to the Sponsor or the UMTA as appropriate, and shall set forth what efforts it has made to obtain the information.

(5) Sanctions for Noncompliance: In the event of the contractor's noncompliance with the nondiscrimination provisions of this contract, the (Sponsor) shall impose such contract sanctions as it or the UMTA may determine to be appropriate, including, but not limited to:



(a) withholding of payments to the contractor under the contract until the contractor complies, and/or

(b) cancellation, termination or suspension of the contract, in whole or in part.

(6) Incorporation of Provisions: The contractor shall include the provisions of paragraphs (1) through (6) in every subcontract, including procurements of materials and leases of equipment, unless exempted by the Regulations or directives issued pursuant thereto. The contractor shall take such action, with respect to any subcontract or procurement, as the Sponsor or the UMTA may direct as a means of enforcing such provisions including sanctions for noncompliance: Provided, however, that in the event a contractor becomes involved in or is threatened with litigation with a subcontractor or supplier as a result of such direction, the contractor may request the Sponsor to enter into such litigation to protect the interests of the Sponsor, and, in addition, the contractor may request the United States to enter into such litigation to protect the interests of the United States.

17. Political Activity. No portion of the funds received by the Contractor under this contract shall be used for any political activity or to further the election or defeat of any candidate for public office.

18. Prohibited Interest. During his tenure and for one year thereafter, no officer, member, or employee of SCAG and no member of a local governing body shall have any interest, direct or indirect, in this contract or the proceeds thereof.

19. Assignability. The Contractor shall not assign any interest in this contract, and shall not transfer any interest in the same, without the prior written consent of SCAG.

20. Interest of Contractor. The Contractor agrees that he presently has no interest and shall not acquire any interest, direct and indirect, which could conflict in any manner or degree with the performance of services required to be performed under this contract. The Contractor further agrees that in the performance of this contract no person having any such interest shall be employed.

21. Interest of Members of or Delegates to Congress. No Member of or Delegate to the Congress of the United States of America, and no Resident Commissioner, shall be admitted to any share or part of this contract or to any benefit arising therefrom.

22. Audits. At any time during normal business hours, and as often as SCAG, the Urban Mass Transportation Administration, the Comptroller General of the United States or Department of Labor may deem necessary,

the Contractor shall make available for examination all of its records with respect to all matters covered by this contract for purposes of audit, examination, or to make copies or transcripts of such records, including, but not limited to, contracts, invoices, material, payrolls, personnel records, conditions of employment and other data relating to all matters covered by this contract. Such records and access to facilities and premises shall be made available during the period of performance of this contract, and for four years thereafter.

23. Small and Minority Business Enterprise. In connection with the performance of this contract, the Contractor will cooperate with SCAG in meeting its commitments and goals with regard to the maximum utilization of small and minority business enterprises and will use its best efforts to insure that small and minority business enterprises shall have the maximum practicable opportunity to compete for subcontract work under this contract.

24. Disputes. Except as otherwise provided in this contract, any dispute concerning a question of fact arising under this contract which is not disposed of by mutual agreement shall be decided by a court of competent jurisdiction.

25. Noncompliance. In addition to such other remedies as provided by law, in the event of noncompliance with any grant condition or specific requirement of this agreement, this agreement may be terminated.

26. Notice. Any notice or notices required or permitted to be given pursuant to this contract may be personally served on the other party by the party giving such notice, or may be served by certified mail, return receipt requested, to the following addresses:

Director of Programming and Evaluation  
SCAG  
600 South Commonwealth Avenue, Suite 1000  
Los Angeles, California 90005

IN WITNESS WHEREOF the Southern California Association of Governments and the Contractor have executed this agreement as of the date first above written.

Contractor

Southern California  
Association of Governments

By *Richard S. Pauer*  
Acting General Manager

By *W. P. Obermayer*  
Director of Programming  
and Evaluation

ATTEST:

*Baker*  
Administrative Officer

APPROVED AS TO LEGAL FORM AND LEGAL  
ADEQUACY

*David Fine*  
Attorney for SCAG

APPROVED AS TO FORM

*Suzanne B. Gifford*  
SUZANNE B. GIFFORD  
Assistant General Counsel *scap*

## Appendix A

### SCRTD SCOPE OF WORK

The District will provide bus transportation services from its legal service area to Malibu Creek State Park, Tapia County Park and Leo Carrillo State Beach subject to the following terms and conditions:

1. The District reserves the right to determine the quantity and type of buses appropriate for any service request.
2. The District reserves the right to refuse any operation into any facility which may in the District's opinion be deemed hazardous to District equipment or personnel.
3. Bus operators will be selected by the District's standard work assignment procedure.
4. Bus operators and buses will be dispatched from the operating Division of the District's choice.
5. Bus operators and buses will act upon the exclusive control and direction of the District. SCAG will not allow any District bus to be operated by any person other than the assigned District operator.
6. No service will be provided on a legal holiday.
7. The length of service will be from the time the bus leaves its operating division until it returns to its operating division.
8. No reservations shall be made for a length of service longer than 10 hours.
- 9.. The District shall have no obligation to fulfill requirements of this agreement if its operations may have been suspended by reason of a work stoppage on its properties, or for any reason beyond its control resulting in the District's inability to furnish manpower or equipment during the term of this Agreement.
10. The District's Contract Coordinator is the District's Supervisor of Passenger Services and Facilities (972-6376) and he shall act as liaison between the District and SCAG.
11. Buses shall operate within a service area indicated on attached map (Exhibit A), with routes and stopping points for loading and unloading of passengers designated on the reservation forms by the staff of the Santa Monica Mountains Recreational Transit Program.
12. Buses shall be inspected prior to dispatch to ensure cleanliness and safe operating condition.



13. The District guarantees one hour response time for repair or replacement service in the event of malfunction of a bus or other equipment or driver-related emergency.

The Santa Monica Mountains Recreational Travel Program (SMMRTP) acting as an agent for SCAG shall be responsible for clause 14 through 17.

14. Such transit service shall be reserved and provided on Saturday and Sunday, upon notice from the Santa Monica Mountains Recreational Transit Program. Notice may be by phone to the contractor dispatch office, no less than 10 days prior to the reservation, followed by written confirmation. Reservation form is attached as Exhibit B. Cancellation may be made at no charge 48 hours or more prior to scheduled service; a \$80.00 charge will be levied for cancellations made less than 48 hours in advance of reservation.
15. SMMRTP shall appoint a group leader for each bus used. This person shall be responsible for the timely assemblage of all riders on the bus.
16. SMMRTP shall appoint a National Park Service Ranger to meet each bus arriving at Malibu Creek State Park who will assist the bus operator with any special routing requirements.
17. SMMRTP when making reservations shall provide the following information:
  - a. date of service
  - b. location of pick-up point or points
  - c. time of pick-up
  - d. time of departure from the park
  - e. time and location of any movement between parks
  - f. name of group guide representing each bus.



APPENDIX C  
PROMOTIONAL MAILINGS



PHASE I BROCHURE

Postage and Fees Paid  
U.S. Department of the Interior  
INT-417



## **Santa Monica Mountains Recreational Transit Program**

P.O. Box 84489  
Los Angeles, CA 90073



**There's nothing  
like a day in the mountains.**

This recreational transportation program is made possible by a grant from the Department of Transportation (Urban Mass Transportation Administration), and is a joint program of the Santa Monica Mountains Conservancy, and the National Park Service (Santa Monica Mountains National Recreation Area). Other agencies assisting in the program are: State of California Department of Parks and Recreation, Southern California Association of Governments (S.C.A.G.), Southern California Rapid Transit District, California Conservation Project (The Tree People), and Los Angeles County Parks and Recreation Department.



# You're invited to the Santa Monica Mountains.

Come with us into the beautiful Santa Monica Mountains. Lakes, mountain trails, canyon streams, trees, and the seashore provide the setting for a variety of activities. Your group can spend the day hiking, picnicking, and enjoying the scenery in five different parks in the Santa Monica Mountains National Recreation Area.

## Where & When?

Five parks in different areas of the Santa Monica Mountains offer a variety of programs from late March to mid-July 1980. Our buses are available Wednesdays through Sundays, but the number of trips to any one of the five parks is limited so call early to make your reservations and to find out the specifics.

## How does it work? Simple. Follow these steps.

- Call us and pick the park you'd like to visit and the date your group wants to go. Costs for the bus reservation are \$75 a bus. For a group of fifty people, this means a cost of \$1.50 per person.
- Your leader attends a group leaders' workshop in the parks.
- Park rangers visit your community to meet your group.
- Ride the bus to the park; park rangers will meet you there.
- Enjoy your day!

**Let's make a date...** anytime from late March through mid-July. If you are part of an existing group, call us at **(213) 473-6474**. If you are not part of an organized group, contact your local Parks and Recreation district. Ask them about scheduled trips to the parks.

**Remember:** Reservations must be made at least 3 weeks in advance. For the best choice of dates, contact us as soon as possible.



*Don't forget!*

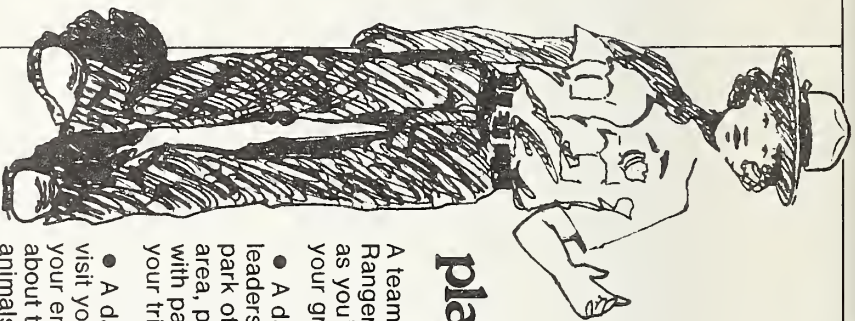






## Why visit parks in the Santa Monica Mountains?

The Santa Monica Mountains are a tremendous recreational and educational resource for the people of Southern California. The interest in natural areas has been apparent for many years. People have enjoyed Griffith Park, the sunny beaches, and the trails that wind along canyon streams and over the mountain peaks of the state and county parks. Development pressures and high gasoline prices have increased the need to preserve more open space. By establishing the Santa Monica Mountains National Recreation Area in Los Angeles and Ventura Counties, Congress has provided the opportunity for new and exciting outdoor experiences close to home. We are making a special effort to contact people who have not used the nation's parks before or people who don't have cars to get out of the city. It is our hope that this experience in the mountains will encourage you to return many times.

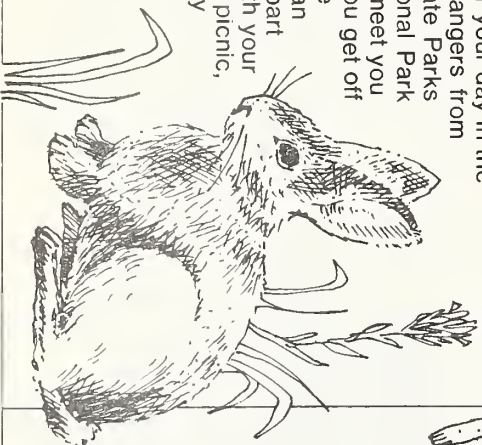


## We'll help you plan your day.

A team of National Park Service Rangers will contact you as soon as you've made a reservation for your group. We'll set up:

- A date for your group leader/leaders to join a workshop in the park of your choice. Tour the area, plan activities, and work with park rangers to organize your trip.
- A date for the park ranger to visit your community to meet with your entire group. They'll tell you about the parks, introduce you to animals and plants living there, and fill you in on what you'll need for an enjoyable trip.

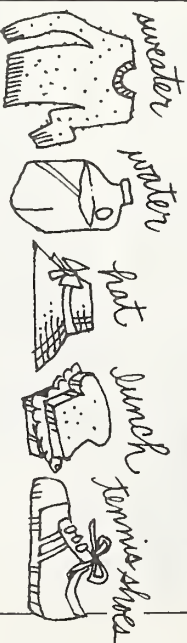
- A date for your day in the mountains. Rangers from California State Parks and the National Park Service will meet you as soon as you get off the bus at the park. They can spend all or part of the day with your group as you picnic, play and enjoy the area.



## What do you have to do?

- Call (213) 473-6474 for reservations.
- Assign one group leader to stay in contact with us. Assign several others to share the leadership during the day in the mountains.

- Make sure members of your group will be dressed comfortably. The weather can be cool during the spring, so wear long pants and bring a heavy sweater or a jacket. In the



summer, the days will be warm or hot, so wear cool clothes, bring a light sweater. Comfortable walking shoes are a must — tennis shoes or joggers are the best choice (sandals or high-heels won't work.)

- Bring picnic lunches or sack lunches and plenty of water for your hike. There are no food stands in the park. If you're going to Tapia Park, your group may want to have a barbecue — so bring hot dogs, hamburgers, or whatever you want to cook, along with charcoal and charcoal lighter fluid and matches.



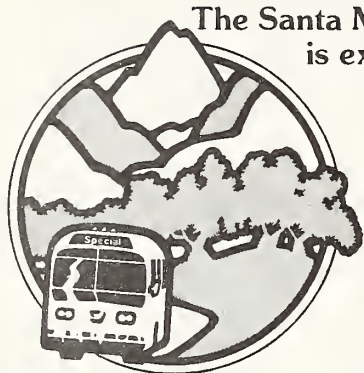




# Good News!

PHASE II MAILER

## More trips for your group this fall



The Santa Monica Mountains Recreational Transit Program is extending its summer service into the fall.

**We invite you to spend a day in the mountains or at the beach.**

The summer crowds have gone home—the weather is still marvelous. It's your turn to enjoy the seashore and the mountain parks at their best.

**August 23rd thru the fall . . . . Tuesdays thru Saturdays  
CALL NOW TO RESERVE YOUR BUS (213) 473-6474**

See the attached brochure for details on the program. There's no change in the bus fee (\$75 gets you a bus for 50 people). But please note that the fall program runs Tuesdays through Saturdays.

And instead of Malibu Creek, we'll introduce you to another park . . .

### Will Rogers State Historical Park

A park of green meadows and woodlands. Miles of shady trails. Picnic spots cooled by ocean breezes. Plenty of room for games or nature study. And a fascinating look back to the 1930's in the old ranch home of actor/cowboy/philosopher Will Rogers.



Will Rogers State Historical Park

### A special note to teachers:

The National Park Service Ranger can plan exciting programs to complement your class room study—outdoor nature education projects, environmental games . . . We promise a rewarding experience for your students and for you. Ask for details when you make your reservation.

**Call us today (213) 473-6474\* to set a date for your trip to the Santa Monica Mountains**

\*phone # for persons with impaired hearing is TTY-888-6613.

**Santa Monica  
Mountains Recreational  
Transit Program**

C-6

P.O. Box 84489  
Los Angeles, CA 90073



APPENDIX D  
RESERVATION-INFORMATION FORM

Reservationist \_\_\_\_\_

Reservation date \_\_\_\_\_

Ranger \_\_\_\_\_

Trip # \_\_\_\_\_

TRIP RESERVATIONS

GROUP NAME \_\_\_\_\_

TRIP DATE \_\_\_\_\_, \_\_\_\_\_  
day month date

GROUP LEADER \_\_\_\_\_

phone # \_\_\_\_\_ (work) \_\_\_\_\_ (home) \_\_\_\_\_

PARK \_\_\_\_\_

2nd Date \_\_\_\_\_ Park \_\_\_\_\_  
(if applicable)

MAILING ADDRESS \_\_\_\_\_

DEPOSIT \_\_\_\_\_ date due \_\_\_\_\_ rec'd \_\_\_\_\_

(zip) \_\_\_\_\_

LEADER ORIENTATION

GROUP SITE ADDRESS \_\_\_\_\_

LO Date \_\_\_\_\_

Site \_\_\_\_\_

note special directions on reverse

Contact \_\_\_\_\_

phone # \_\_\_\_\_

OTHER GROUP LEADERS & Emergency contact person

NAME \_\_\_\_\_ Phone \_\_\_\_\_

NAME \_\_\_\_\_ Phone \_\_\_\_\_

NAME \_\_\_\_\_ Phone \_\_\_\_\_

PRE-TRIP PRESENTATION

Date \_\_\_\_\_

Site \_\_\_\_\_

note special directions on reverse

Group Learned of Program via: TV \_\_\_\_\_ Newspaper \_\_\_\_\_

Brochure \_\_\_\_\_ Radio \_\_\_\_\_

Legislator or City Council \_\_\_\_\_ (name) \_\_\_\_\_

Other \_\_\_\_\_

Contact \_\_\_\_\_

phone # \_\_\_\_\_

\*\*\*\*\*

TRIP MATERIALS & RESERVATIONS SENT (date):

Leader info pac \_\_\_\_\_ Bus reservtn \_\_\_\_\_

Deposit reminder \_\_\_\_\_ Park Reservtn \_\_\_\_\_

Deposit receipt \_\_\_\_\_ Cancellation notice \_\_\_\_\_

Trip confirmatn \_\_\_\_\_

BUS PICK UP LOCATION T.G. Map pg \_\_\_\_\_

Address \_\_\_\_\_

(corner of) \_\_\_\_\_  
note special directions on reverseGROUP CHARACTERISTICSAges \_\_\_\_\_  
(teens, adults, families, seniors, etc.)

Interests: yes no maybe Other:

hiking \_\_\_\_\_

barbeque \_\_\_\_\_

fishing \_\_\_\_\_

nature walk \_\_\_\_\_

sports \_\_\_\_\_

PICK UP TIME \_\_\_\_\_ RETURN \_\_\_\_\_COMMENTS OR INSTRUCTIONS:

APPENDIX E  
PARK INFORMATION PACKET



**Santa Monica  
Mountains Recreational  
Transit Program**

P.O. Box 84489  
Los Angeles, CA 90073

SANTA MONICA MOUNTAINS PARKS TRIP RESERVATION

Group Name \_\_\_\_\_

Trip Day	Date	Pick-up Time	Departure Time
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Group Leader Name \_\_\_\_\_

A bus has been tentatively reserved for your group on the date shown above.

Your deposit of \_\_\_\_\_ is due by \_\_\_\_\_. We must receive this to hold your reservation. Use the enclosed self addressed stamped envelope for sending your deposit to us. Make check payable to: SCAG. Upon receipt of your deposit, we will send a confirmation notice.

Enclosed is a packet of basic information about the parks and the transit program. Please read the information and should you have any immediate questions, please contact us at (213) 473-6474. Our Recreation Rangers will be contacting you soon to work with you on a schedule of activities for your group.

Please contact us right away should you need to change or cancel your reservation. This will allow us to try and get the date you need or find a substitute group.





## **Santa Monica Mountains Recreational Transit Program**

P.O. BOX 84489 LOS ANGELES, CA 90073

(213) 473-6474

### SANTA MONICA MOUNTAINS RECREATIONAL TRANSIT PROGRAM FACT SHEET

#### WHERE TO

A park in the Santa Monica Mountains: Choose between Malibu Creek, Leo Carrillo, and Point Mugu State Parks, Tapia County Park, or Coldwater Canyon Park (subject to dates available and location of your group).

#### HOW TO GET THERE

By RTD or chartered bus from your local community meeting place directly to the park of your choice. The return trip is also non-stop.

#### WHO CAN GO

Any group that can fill a bus (between 40 and 50 people) from certain communities in Los Angeles and Ventura Counties. This includes youth groups of all kinds, senior citizen groups, religious organizations, rehabilitation centers, other clubs, and groups organized through local park and recreation districts.

Groups can come from any of the following areas: East, Northeast, Central, South-central Los Angeles City, Northeastern San Fernando Valley, many communities in the San Gabriel Valley, all cities south and east of downtown Los Angeles in Los Angeles County, Long Beach, Moorpark, portions of Simi Valley, and Oxnard.

#### WHEN

On Wednesday through Sunday beginning March 29, 1980 and continuing through mid-July.

#### COST

\$75 per bus. Prices may vary depending on the size of the bus. A \$50 deposit is required within one week of your reservation with the balance due the day of your trip.

#### HOW THIS PROGRAM WORKS

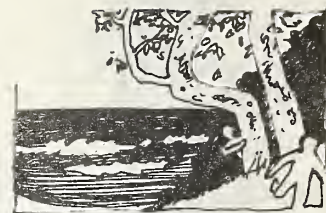
This program has been organized by the Santa Monica Mountains Conservancy and is a joint effort of many organizations and people. The National Park Service-Santa Monica Mountains National Recreation Area will meet with your group for a program on the parks before your trip and spend the day with you in the Mountains. National Park Service Rangers will assist your group leaders in an orientation day in the Mountains before the group visits the park to introduce you to the parks and help ensure an adventure filled day--safe and fun. The National Park Service strongly recommends that leaders join us for a day at the park before your group's trip. A pre-trip orientation is very important for leaders so they can get to know the parks and choose activities most suited to their group.

For groups visiting Coldwater Canyon Park, the Tree People will give the pre-trip orientation and spend the day with your group.

*This recreational transit program is made possible by a grant from the Department of Transportation (Urban Mass Transportation Administration), and is a joint program of the Santa Monica Mountains Conservancy, and the National Park Service (Santa Monica Mountains National Recreation Area). Other agencies assisting in the program are: State of California Department of Parks and Recreation, Southern California Association of Governments (SCAG), Southern California Rapid Transit District, California Conservation Project (The Tree People), and Los Angeles County Parks and Recreation.*

## WHAT IS THERE TO DO?

Picnicking, hiking, fishing at Malibu Creek, Leo Carrillo, or Point Mugu State Parks, participation in guided nature walks, active sports at Tapia County Park on the dirt ballfield, swimming, visiting the places where many of your favorite movies were filmed, including Mash, Roots, and many others. There are miles of trails at the three State Parks for exploring. Environmental education programs will be available at all the parks but will be an integral part of the day for groups at Coldwater Canyon Park. The Tree People will conduct these programs.



## THE PARKS

These are wild mountain parks, not like your neighborhood parks which have lawns, swimming pools, and playground equipment.



What the parks do have: shady creeks with fish, frogs, and other water creatures, large Oak and Sycamore trees in cool canyons, spectacular mountain views of rock cliffs and flat valleys, a lake for fishing at Malibu Creek State Park, and the Ocean at Leo Carrillo and Point Mugu State Parks.

A more detailed description of the five parks and the activities available is given in a separate brochure.

### WHAT TO WEAR:

Comfortable shoes for walking to protect your feet-- tennis shoes or hiking boots. Bring a sweater or light jacket in the spring as temperatures can be quite cool. As summer rolls around, the temperatures can be over 100° in the mountains so a hat for shade and comfortable, cool clothes are recommended. If you're planning a day at the ocean, remember the fog! Bring a sweater along with your bathing suit.

### WHAT TO BRING:

Bring your own picnic lunch. There are no food and drink sales in the parks. If you'll be barbecuing at Tapia County Park, bring your charcoal, matches, and lighter fluid. If you'll be hiking much in any of the parks, bring a canteen of water, as water fountains may be a mile apart on the trails.

Bring your frisbees, sports equipment for Tapia County Park, your cameras, fishing equipment (freshwater or ocean depending on the park you visit), books on wildflowers and birds, a hat, and a little knapsack for carrying your lunch and water, etc. NOTE: Fishing licenses required at Leo Carrillo and Point Mugu State Parks for those sixteen years of age and older.

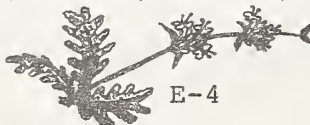
### AND REMEMBER TO.....

- \* stay in the shade if the day is really hot.
- \* watch out for poison oak and an occasional rattlesnake. The park rangers will help you to identify poison oak.
- \* use the buddy system on the trails and in the water. Swim only with your "buddy." There is first aid available in the parks and lifeguards at the two ocean parks, but there are no lifeguards at Malibu Creek State Park or Tapia County Park. Swimming in the creek or lake must be done under close supervision of the group leaders, who must take full responsibility.
- \* please use the trash cans--don't litter.
- \* leave the flowers, plants, and animals for others to see.
- \* please do not smoke except in designated areas; fire danger is very high.

### HOW TO MAKE ARRANGEMENTS

Call (213) 473-6474

Contact the Santa Monica Mountains Recreational Transit Program staff at (213) 473-6474. ALL TRIPS MUST BE ARRANGED AT LEAST 3 WEEKS IN ADVANCE. The earlier you make your reservations, the more likely you will get the date and park you request. There are a limited number of trips available to Point Mugu and Leo Carrillo State Parks, the two parks which have beaches. If you are not a part of an organized group, contact your local park and recreation district to see about trips they have scheduled.



SANTA MONICA MOUNTAINS  
RECREATION TRANSIT PROGRAM-1980

PARK FACILITIES

These are mountain parks and do not resemble more familiar neighborhood parks with green grass, pavement and basketball courts. There are, however, creeks with water, large Oak trees for shade, spectacular mountain views of rock cliffs and flat valleys, a lake for fishing, and lots of trails for hiking.

TAPIA COUNTY PARK

Ideal for large group picnics. There are 100 large picnic tables, 6 barbeque grills and plenty of shady country. A large dirt ballfield is ideal for active sports such as softball, soccer, and football. A year round creek flows at the edge of the park and is nice for wading in to cool off. The RTD bus delivers you directly to this facility.

MALIBU CREEK STATE PARK

Much larger than Tapia Park, this area has lots of trails for hiking, numerous areas for outdoor environmental education, fishing at Century Lake, and spectacular scenery. Groups much walk into this park to reach the creek ( $\frac{1}{2}$  miles) and lake ( $1\frac{1}{2}$  miles). Pit toilets only are available, picnic tables are found in quiet, shady areas along the creek or under large oak trees. There are also plenty of available rocks to supplement the tables. Near the Stokes Creek area, along Mott Road adjacent to Malibu Creek, and at Century Lake there will be enough picnic sites to accommodate a group of 50 people. Another attraction at the park is the Mash movie set.

POINT MUGU STATE PARK

Covering nearly 14,000 acres this is the largest park in the mountains. Grassy meadows filled with yellow, blue, and purple wildflowers make a backdrop for huge spreading oak trees and grazing deer. Enjoy an early morning hike, a picnic under the spreading oaks, an afternoon swim, and beach games. Bring your lunch, swimsuit, and a towel.

Water and restrooms are available at the beach. Water is also available along the trail in Big Sycamore Canyon.

### LEO CARRILLO STATE PARK

Located about 40 miles from downtown Los Angeles, this park offers a sheltered beach and miles of hiking trails. Climb to a mountaintop or swim in the Pacific. Park Rangers can introduce you to the ocean life in the rocky tide-pools. Lifeguards are on duty, but group leaders must be responsible for the safety of all swimmers. In addition to your lunches, bring your swimsuit and towels.

Restrooms are located on the beach and in the campground. There is a  $\frac{1}{4}$  mile nature trail for groups interested in a short hike.

\*\*\*\*\*

AT ALL OF THESE PARKS, CANTEENS OR WATER BOTTLES SHOULD BE CARRIED WHENEVER HIKING

\*\*\*\*\*



# SANTA MONICA MOUNTAINS

## RECREATION TRANSIT PROGRAM-1980

### LEADER ORIENTATION WORKSHOPS

Leader Orientation Workshops will be offered on Wednesday-Thursday-Friday and on alternate Saturdays and Sundays. The purpose of the Workshops is to assist Group Leaders to understand park resources and the kinds of activities that can take place during a day in the Santa Monica Mountains. Workshops are approximately 4 hours and usually include time for a bag lunch. Most workshops are scheduled for 10:00 a.m. to 3:00 p.m., and it is possible to arrange times that will fit your schedule. We feel that the attendance of a Group Leader at an Orientation Workshop is critical for the safety and success of your program.

\*\*\*\*Your Group Leaders are scheduled to attend an Orientation Workshop  
ON: \_\_\_\_\_

#### SAMPLE WORKSHOP AGENDA

10:00-

10:30 am Park Ranger Welcome and Introduction: Brief history of the park, map orientation, Basic Do's and Don'ts, Safety

10:30-

Noon Walking Tour of the Park Resources (easy trail)  
Location of water and restroom facilities and picnic sites  
Natural History and techniques for group leadership in the out of doors.

Noon-

1:00 pm Lunch and informal discussion

1:00-

2:30 pm Activities and planning a day in the park for your group

2:30

3:00 pm Return to parking lot and depart for home or office

\*\*\*BE PREPARED\*\*\*

WHAT TO WEAR-Wear comfortable clothing, according to the weather.  
Blue jeans and cotton tee shirts are fine.  
COMFORTABLE SHOES ARE ESSENTIAL!!!! Sturdy tennis shoes or flat shoes with good support work well. WEAR A HAT!!

WHAT TO BRING-A sack lunch and a drink. No concession facilities are available in the Parks.  
A pen or pencil and a small pocket notebook for notes.

HAVE A GREAT TIME!!!!

SANTA MONICA MOUNTAINS  
RECREATION TRANSIT PROGRAM-1980

PRE-SITE ORIENTATIONS

OBJECTIVES

1. Introduce trip participants to Recreation Rangers and familiarize them with the role of the Ranger for the on-site programs.
2. Provide "Safety" and "How to Prepare" information for the group. Insure that the group knows what to expect regarding the park area and on-site programs.
3. Familiarize the group with the operations of the National Park Service and the California State Park systems.

PRE-SITE ORIENTATION FOR GROUP PARTICIPANTS

Two or three days prior to the group visit to a park, a pre-trip orientation for the participants is available. Make your request through the Recreation Transit Program office (phone 213-473-6474). We strongly recommend a pre-site orientation to ensure the safety and success of your trip. They are also a lot of fun!

The 30 minute to 1 hour pre-site orientation will cover:

- A slide presentation of the park resources
- A brief description of the natural history of the area in a way that can stimulate excitement about the trip
- The Do's and Don'ts for a safe trip at the park
- An introduction to Park Rangers: What they do and why
- What to wear, and what to bring to be prepared for a day in the mountains
- A question and answer session between the Ranger and the group participants

SANTA MONICA MOUNTAINS  
RECREATION TRANSIT PROGRAM-1980

PRE-SITE ORIENTATIONS

Group Size and Leader Requirements:

Buses carry 50 people. At least one leader should be provided for each group of 25 people. In addition 2 peer counselors can be appointed for each group of 25 to assist the leaders. (Peer counseling applies mostly to youth groups).

SAFETY

I. SWIMMING

1. GROUP LEADERS ARE RESPONSIBLE FOR THE SAFETY OF PARTICIPANTS IN ALL SWIMMING AND WATER ACTIVITIES.
2. Make arrangements with the park Ranger for any water activities you plan to do with your group.

II. Safety hazards and basic "Do's and Don'ts" will be covered in leader orientation workshops, in pre-site orientations and during on-site activities with park Rangers.

III. Please be aware of any specific medical needs or problems in your group and inform the park Ranger (for example: Bee stings, medication, allergies, or disabilities, etc.).

IV. We appreciate your help in creating a safe as well as enjoyable day with your group.

SANTA MONICA MOUNTAINS  
RECREATION TRANSIT PROGRAM-1980

POINTS TO REMEMBER WHEN WORKING WITH YOUR GROUP AT THE PARKS

- \*Smaller group sizes are often more desirable; smaller groups are certainly easier to manage. Leaders are encouraged to split their groups up into 2 or more units.
- \*Be firm with the do's and don'ts from the beginning of the trip. specific rules to remember include:
  - No smoking
  - No littering
  - No damaging or removing of the plant and animal life
- \*Keep the group together while walking along the trail; try to avoid stragglers or people charging ahead too fast.
- \*Unless specifically desired, do not travel too fast along the trail; participants should know that hiking does not have to be a test of strength and endurance.
- \*Relate park surroundings with what exists at home.
- \*Keep the group relaxed and comfortable; don't rush from one activity to another
- \*Look for values and ideas which are useful in the cities as well as in the park. Litter control and noise pollution are two such ideas.
- \*Try to instill an open mind into the group participants. There will be some new activities that you and the Ranger will want them to try.
- \* Permission slips required for children under 18 years of age



A Brief Introduction to  
THE COMMUNITY OF MALIBU CREEK STATE PARK

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What can we do at the Park? *GET TO KNOW WHO LIVES THERE!*

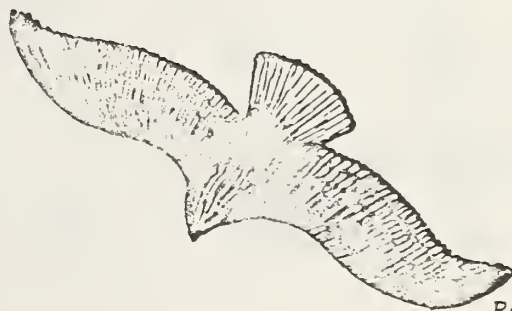
You live in a community - a part of the city made up of the places you buy your food or your clothes, the place you go to school or to work, the houses you and your friends live in, the roads you travel each day....

There is a community here in the park, too, made up of plants and animals, the places they live, the paths they travel.

*Who lives in this  
community?*

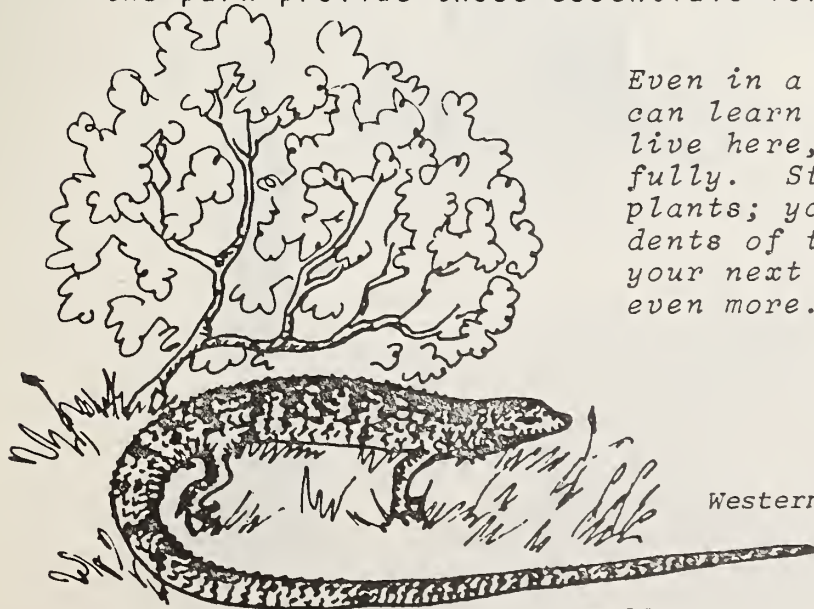
*What do they do here?*

*How can you learn to  
recognize them?*



Red-tailed  
Hawk

The animals living here in the park spend most of their time looking for food and keeping a safe home. They need the same things we need for survival -- food, water, shelter, and protection. The plants you see in the park provide those essentials for the animals.



Western Fence Lizard

*Even in a short afternoon you can learn about the animals who live here, just by watching carefully. Start by looking at the plants; you'll soon see many residents of the community. And on your next trip here, you'll see even more.*

Poison  
Oak



Don't touch the bush with shiny 3-part leaves growing along the shady paths. It's POISON OAK. It's pretty but dangerous. In the spring it has tiny green flowers which turn into smooth berries (birds and rodents eat these). The oak-like leaves turn deep red in September, before they fall off for the winter.

Look at the bushes on the hillsides. Many have flowers which bloom during the summer. The Buckwheat has cream-colored flower puffs 1-2 inches across. The leaves are tiny and brittle. Bees feed on this bush during the early summer.



Buckwheat

Sage



The bush with pale orange flowers is the Monkey Flower. It's a short bush with light green sticky leaves; it grows almost everywhere and blooms all summer.

Bees also like the flowers on the Sage. The flower clusters grow one above the other over small gray leaves which have a very strong fragrance.

These bushes grow close to the ground and provide good shelter for the Quail. You may see an entire family of these birds as they run from bush to bush, looking for insects, seeds, and berries. Or you may hear them - they call each other with a loud laughing sound.

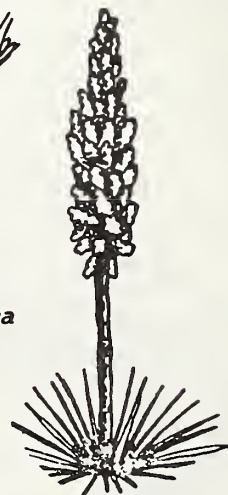


Quail

Lizards dash in and out of the bushes, too, catching insects sunning themselves on rocks. You might see a Tarantula crossing the road. They're large, dark hairy spiders which are shy and prefer to avoid you. Watch for the big Red Velvet Ant, which looks like an ant with red wool on its back...it's really a wingless wasp, not an ant. It dashes across the dry roads.

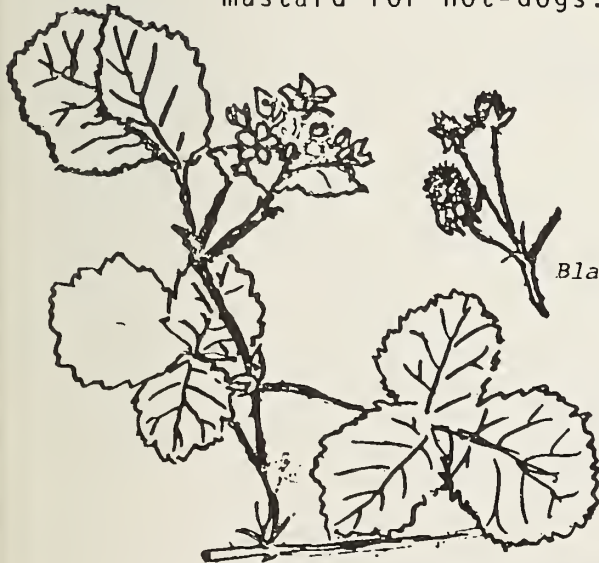
The Yucca also grow on the dry hillsides - spiny leaves with bristles along the edges. Yucca bloom in the late spring by sending up a tall stalk of cream-colored waxy flowers which attract a very special Yucca moth which can lay her eggs only in a Yucca blossom.

Yucca



Stop at Century Lake and listen for a Bullfrog - he sounds more like a bull with a bad cough. Upstream, you might find tadpoles in the shallow waters.

The tiny yellow petals you see floating in the water, on the roads, and blooming on the tall skinny stems of plants that seem to be almost everywhere are Mustard Flowers. It is not a natural plant in this area; the seeds were scattered by the Spanish padres as they traveled north, establishing missions. Mustard belongs to the same plant family as broccoli, radishes, turnips, and cabbages. The seeds are ground to make mustard for hot-dogs.



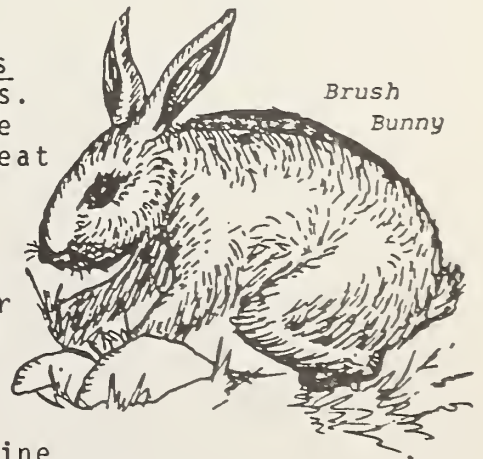
*Blackberries*

If you're hungry after wading, cross the stream and look for Wild Blackberry Bushes growing in the shade. The three-lobed leaves are covered with sticky hairs. Pick the darkest, plump berries...they will be sweet and juicy.

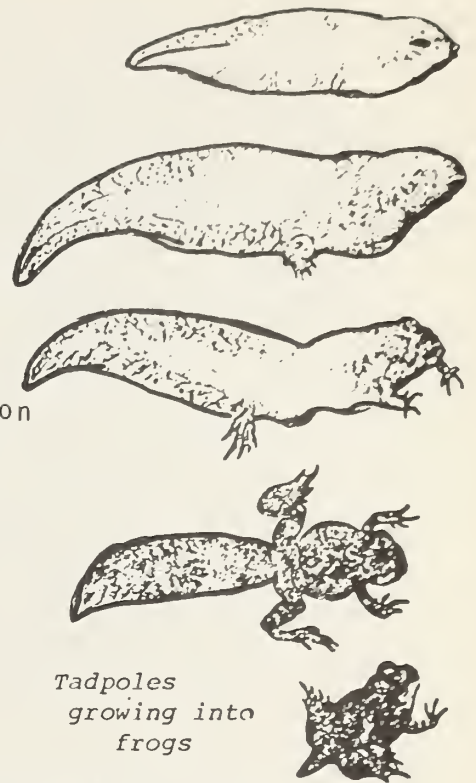
The Elderberries are good to eat, too, if you can find the dark blue ripe berries (the birds usually get them first!). The large bush (often as big as a small tree) puts out big flat clusters of white flowers in May and June; watch for berries in late summer.

You'll probably see many Brush Rabbits hopping in and out of the berry bushes. The tangles, stickery branches provide a good shelter for the bunnies. They eat grasses, roots, and berries.

Overhead, all day, a Red-tailed Hawk has been flying. He soars with the air currents, in search of small animals for a meal. The hawk is at the top of an extraordinary food chain which starts with the tiniest bit of bacteria -- working up through a line of plants and insects to small animals and finally the large predators like the hawk, the coyote or the puma. They all live in an amazing co-existence in places like Malibut Creek State Park.

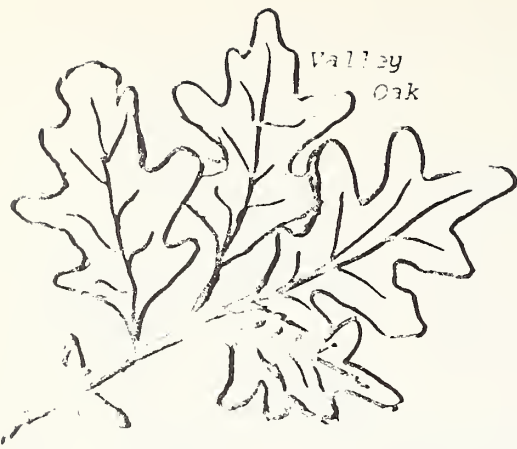


*Brush  
Bunny*



*Tadpoles  
growing into  
frogs*





Valley  
Oak

The Valley Oak Tree is the largest tree in the Park -- there are many as large as 6 feet in diameter. The bark of the tree is thick; look for trees with many holes where birds have drilled for the insects living in the bark or have stored acorns.

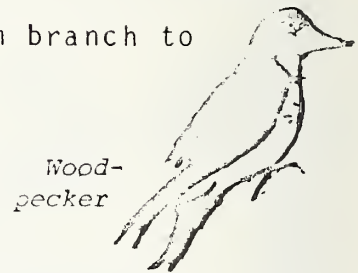
Many animals eat the acorns. The branches and large holes in the trunk are home to birds and squirrels. The Valley Oak loses its leaves in winter.

You'll find these trees in the flatter parts of the park. Look on the hillsides for another kind of oak tree. The Live Oak has smaller leaves, which stay all year round. Its acorns are also an important food for animals. Some of the Live Oaks are hundreds of years old; they have developed ways to survive the fires which burn through the mountains every few years.



Live Oak

You might see woodpeckers flying from branch to branch in the Valley Oaks and the Live Oaks. Look for black and white birds with red heads, hanging on the tree trunks while they hammer holes into the bark with their powerful beaks.



Wood-  
pecker



Groundsquirrel

Squirrels eat the acorns, too. You'll probably see many Ground Squirrels running through the leaves and among the rocks. They also work all summer to store acorns for their winter meals.

Another hillside tree is the Walnut -- very bushy, not too tall. Its long narrow leaves (divided into many "leaflets") turn gold in October and drop to the ground, leaving just the hard black walnuts on the tree. Many small birds use this tree for shelter.



California  
Walnut

The Sycamore turns gold in October, too. It is a very tall tree which grows only near the streams. In the spring its leaves are huge, thick and velvety. Sycamore trees have a very strong root system to hold the trees during the winter floods. You'll also see Willows along the streams. The leaves are long and narrow.



APPENDIX F  
SURVEY QUESTIONNAIRES

PARTICIPANT SURVEY

1-5

SANTA MONICA MOUNTAINS - RIDER SURVEY

6  
7  
8  
9  
10

Please help us serve you better by completing this form and returning it before the bus leaves.

1. What did you like about the park?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

11-  
13-

2. What didn't you like about the park?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

15-  
17-

3. What did you like about this bus service to the Santa Monica Mountains?

\_\_\_\_\_  
\_\_\_\_\_

19  
20

4. What didn't you like about this bus service?

\_\_\_\_\_  
\_\_\_\_\_

21  
22

5. Where do you most often go for recreation during the summer?

- ☐ Parks in your neighborhood
- ☐ Parks outside of your neighborhood
- ☐ Beaches
- ☐ Santa Monica Mountains
- ☐ Other mountain areas
- ☐ Recreational parks (Disneyland, Magic Mountain, etc.)
- ☐ Other

23  
24  
25  
26  
27  
28  
29

6. How do you USUALLY travel to the places you checked above in question 5?

- 1 ☐ Drive
- 2 ☐ Ride with others
- 3 ☐ Bus
- 4 ☐ Other

30

7. Before you came to the park today, what did you expect to do here?

- 1 ☐ Hike
- 2 ☐ Picnic
- 3 ☐ Fish
- 4 ☐ Play games
- 5 ☐ Swim
- 6 ☐ Relax
- 7 ☐ Take a nature walk
- 8 ☐ Look at plants and animals
- 9 ☐ Other

31  
32  
33  
34

(please write in)

PLEASE TURN OVER

8. What did you do at the park today?

- |                            |              |                            |                              |  |    |
|----------------------------|--------------|----------------------------|------------------------------|--|----|
| 1 <input type="checkbox"/> | Hiked        | 6 <input type="checkbox"/> | Relaxed                      |  | 35 |
| 2 <input type="checkbox"/> | Had a picnic | 7 <input type="checkbox"/> | Took a nature walk           |  | 36 |
| 3 <input type="checkbox"/> | Fished       | 8 <input type="checkbox"/> | Looked at plants and animals |  | 37 |
| 4 <input type="checkbox"/> | Played games | 9 <input type="checkbox"/> | Other _____                  |  | 38 |
| 5 <input type="checkbox"/> | Swam         |                            | (please write in)            |  |    |

9. How long would you be willing to ride on a bus to get to a favorite recreational spot?

- |                            |                  |                            |                 |  |    |
|----------------------------|------------------|----------------------------|-----------------|--|----|
| 1 <input type="checkbox"/> | Less than ½ hour | 4 <input type="checkbox"/> | About 1½ hours  |  | 39 |
| 2 <input type="checkbox"/> | About ½ hour     | 5 <input type="checkbox"/> | 2 hours or more |  |    |
| 3 <input type="checkbox"/> | About 1 hour     |                            |                 |  |    |

10. How often do you usually ride on regular bus lines?

- |                            |                               |                            |                                |  |    |
|----------------------------|-------------------------------|----------------------------|--------------------------------|--|----|
| 1 <input type="checkbox"/> | At least 4 days a <u>week</u> | 3 <input type="checkbox"/> | 1-3 days a <u>month</u>        |  | 40 |
| 2 <input type="checkbox"/> | 1-3 days a <u>week</u>        | 4 <input type="checkbox"/> | Less than 1 day a <u>month</u> |  |    |

11. Are you 1 ☐ Male

2 ☐ Female

12. What is your age group?

- |                            |          |                            |             |  |    |
|----------------------------|----------|----------------------------|-------------|--|----|
| 1 <input type="checkbox"/> | Under 10 | 5 <input type="checkbox"/> | 30-49       |  |    |
| 2 <input type="checkbox"/> | 10-12    | 6 <input type="checkbox"/> | 50-61       |  | 42 |
| 3 <input type="checkbox"/> | 13-19    | 7 <input type="checkbox"/> | 62 and over |  |    |
| 4 <input type="checkbox"/> | 20-29    |                            |             |  |    |

13. How many cars, in working condition, are there in your household?

- |                            |      |                            |               |  |    |
|----------------------------|------|----------------------------|---------------|--|----|
| 1 <input type="checkbox"/> | None | 4 <input type="checkbox"/> | Three or more |  | 43 |
| 2 <input type="checkbox"/> | One  | 5 <input type="checkbox"/> | Don't know    |  |    |
| 3 <input type="checkbox"/> | Two  |                            |               |  |    |

14. What is your ethnic background?

- |                            |                     |                            |                   |  |    |
|----------------------------|---------------------|----------------------------|-------------------|--|----|
| 1 <input type="checkbox"/> | Asian               | 4 <input type="checkbox"/> | White             |  | 44 |
| 2 <input type="checkbox"/> | Black               | 5 <input type="checkbox"/> | Other _____       |  |    |
| 3 <input type="checkbox"/> | Mexican or Hispanic |                            | (please write in) |  |    |

15. What is the total yearly income of your household?

- |                            |                      |                            |                      |  |    |
|----------------------------|----------------------|----------------------------|----------------------|--|----|
| 1 <input type="checkbox"/> | \$5,000 or under     | 4 <input type="checkbox"/> | \$15,001 to \$25,000 |  |    |
| 2 <input type="checkbox"/> | \$5,001 to \$10,000  | 5 <input type="checkbox"/> | Over \$25,000        |  | 45 |
| 3 <input type="checkbox"/> | \$10,001 to \$15,000 | 6 <input type="checkbox"/> | Don't know           |  |    |

Any comments or suggestions?

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PLEASE RETURN THIS FORM TO SURVEY PERSON.

THANK YOU FOR YOUR HELP.

## 1980 SANTA MONICA MOUNTAINS RECREATIONAL TRANSIT PROGRAM

1. Group Name \_\_\_\_\_

2. Name of Respondent \_\_\_\_\_  
(from file unless different person)

3. Trip Number \_\_\_\_\_ 1-5

4. Trip Date \_\_\_\_\_ 6-8

5. Number of Participants \_\_\_\_\_ 9-10

6. Group Type

1 <input type="checkbox"/>	Church	5 <input type="checkbox"/>	Youth (Boy Scouts, Teen Center, etc.)	
2 <input type="checkbox"/>	Farm labor	6 <input type="checkbox"/>	Special Programs (Probation, Drug Abuse, Alcoholics)	11
3 <input type="checkbox"/>	Neighborhood Center	7 <input type="checkbox"/>	Other _____ (please specify)	
4 <input type="checkbox"/>	Handicapped			

7. Age Range

1 <input type="checkbox"/>	Youth under 10	5 <input type="checkbox"/>	Adults	
2 <input type="checkbox"/>	Youth 10 to 12	6 <input type="checkbox"/>	Families	12
3 <input type="checkbox"/>	Youth 13 to 19	7 <input type="checkbox"/>	Senior Citizens	
4 <input type="checkbox"/>	Mixed Youth	8 <input type="checkbox"/>	Mixed	

8. Sex

1 <input type="checkbox"/>	Mostly Male	3 <input type="checkbox"/>	Equal Male and Female	13
2 <input type="checkbox"/>	Mostly Female			

9. Ethnic Origin (mostly)

1 <input type="checkbox"/>	White	4 <input type="checkbox"/>	Asian	
2 <input type="checkbox"/>	Black	5 <input type="checkbox"/>	Other _____	14
3 <input type="checkbox"/>	Hispanic	6 <input type="checkbox"/>	Mixed	

10. Origin

1 <input type="checkbox"/>	Oxnard/Camarillo/Ventura	
2 <input type="checkbox"/>	Simi/Moorpark/Fillmore/Rest of Ventura County	
3 <input type="checkbox"/>	San Fernando Valley	
4 <input type="checkbox"/>	Central/East Los Angeles	
5 <input type="checkbox"/>	San Gabriel Valley/Pasadena	
6 <input type="checkbox"/>	Mid-cities of Southeast Los Angeles County	15
7 <input type="checkbox"/>	Carson/San Pedro/Long Beach	
8 <input type="checkbox"/>	West Los Angeles/Culver City/South Bay Cities	
9 <input type="checkbox"/>	Southcentral Los Angeles and Surrounding cities	



11. Destination

- |   |                          |                           |
|---|--------------------------|---------------------------|
| 1 | <input type="checkbox"/> | Malibu Creek State Park   |
| 2 | <input type="checkbox"/> | Tapia County Park         |
| 3 | <input type="checkbox"/> | Malibu and Tapia          |
| 4 | <input type="checkbox"/> | Leo Carillo State Park    |
| 5 | <input type="checkbox"/> | Point Muqu State Park     |
| 6 | <input type="checkbox"/> | Coldwater Canyon Preserve |

\_\_\_ 16

12. Carrier

- |   |                          |            |
|---|--------------------------|------------|
| 1 | <input type="checkbox"/> | RTD        |
| 2 | <input type="checkbox"/> | Associated |
| 3 | <input type="checkbox"/> | Safeway    |
| 4 | <input type="checkbox"/> | WLCAC      |

\_\_\_ 17

Hello. May I please speak to \_\_\_\_\_.  
My name is \_\_\_\_\_ and I'm calling for the Santa  
Monica Mountain's Recreational Transit Program. Would you  
please answer a few questions about your recent trip to  
\_\_\_\_\_?  
(Name park from Question 11.)

(If contact person not available, determine when to call back. Enter day  
and time below.)

Day \_\_\_\_\_ Time \_\_\_\_\_

### BUS OPERATION

13. Did the bus arrive at the designated pick-up point on time?

1 ☐ Yes

2 ☐ No

18

(If No) How late was the bus? \_\_\_\_\_ minutes

14. Did the bus loading and start-up proceed efficiently?

1 ☐ Yes

2 ☐ No

19

15. How would you describe the bus ride? (Pleasant/comfortable  
includes: trip was fun, a real part of the day, etc. Uncomfortable  
includes: trip was too long, too bumpy, etc.)

1 ☐ Pleasant/comfortable

3 ☐ Neither

20

2 ☐ Uncomfortable

(If answered "Malibu and Tapia" to question 11 ask) Did the trips  
between the parks go

1 ☐ Smoothly?

2 ☐ With some minor problems?

21

3 ☐ With major problems

(If problems) What were they? \_\_\_\_\_

22

23

16. Did the bus conveniently hold the equipment you brought  
to the parks?

1 ☐ Yes

3 ☐ Didn't bring equipment

24

2 ☐ No

(If No) What equipment caused a problem? \_\_\_\_\_

25

26

17. Was the cost of the bus

1 ☐ A fair price?

3 ☐ Too low?

27

2 ☐ Too high?

18. How could we change the bus service to improve this program  
for your group? \_\_\_\_\_

28

29

PRE-TRIP PLANNING

19. Did you find the trip reservation system \_\_\_\_\_ 30
- 1 ☐ Easy to use? 2 ☐ Neither
- 2 ☐ Hard to use?
- (If Hard) What made it hard? \_\_\_\_\_ 31
- \_\_\_\_\_ 32
20. Did you have enough time to plan your trip and sign up participants? \_\_\_\_\_ 33
- 1 ☐ Yes 2 ☐ No
21. Was the written information (brochures, fact sheets) clear and adequate for planning your trip? \_\_\_\_\_ 34
- 1 ☐ Yes 2 ☐ No
- (If No) What was unclear or inadequate? \_\_\_\_\_ 35
- \_\_\_\_\_ 36
22. (Ask only of persons attending leader orientation session - see file) Was the leader orientation session helpful? \_\_\_\_\_ 37
- 1 ☐ Yes 2 ☐ No
- (If No) Why not? \_\_\_\_\_ 38
- \_\_\_\_\_ 39
23. (Ask only if there was a pre-trip presentation - see file) Did you think the pre-trip presentation gave your group a clear idea of what to expect, and how to use the park? \_\_\_\_\_ 40
- 1 ☐ Yes 3 ☐ Don't know
- 2 ☐ No
- (If No) Why not? \_\_\_\_\_ 41
- \_\_\_\_\_ 42
24. (Ask only if there was NOT a pre-trip presentation - see file) Would a pre-trip presentation about the park have improved your group's recreational experience? \_\_\_\_\_ 43
- 1 ☐ Yes 3 ☐ Don't know
- 2 ☐ No
25. What changes in planning activities would have improved any part of the program? \_\_\_\_\_ 44
- \_\_\_\_\_ 45
- \_\_\_\_\_

AT THE PARKS

26. What activities at the park were most enjoyable for your group? \_\_\_\_\_ 46  
\_\_\_\_\_ 47  
\_\_\_\_\_ 48
27. What activities were not enjoyable for your group? \_\_\_\_\_ 49  
\_\_\_\_\_ 50  
\_\_\_\_\_ 51
28. What activities that were not available would you like to see included in the future? \_\_\_\_\_ 52  
\_\_\_\_\_ 53  
\_\_\_\_\_
29. Did you have any difficulties with the facilities at the park?  
1 ☐ Yes                      2 ☐ No \_\_\_\_\_ 54  
(If Yes) What were they? \_\_\_\_\_ 55  
\_\_\_\_\_ 56  
\_\_\_\_\_
30. (Ask only if the group had a ranger guided walk - see file)  
Was the ranger guided walk worthwhile?  
1 ☐ Yes                      2 ☐ No \_\_\_\_\_ 57  
(If No) Why not? \_\_\_\_\_ 58  
\_\_\_\_\_ 59  
\_\_\_\_\_
31. (Ask only if the group did NOT have a ranger guided walk - see file)  
Would a trained guide have added to your group's enjoyment of the park?  
1 ☐ Yes                      3 ☐ Don't know \_\_\_\_\_ 60  
2 ☐ No
32. What changes would you like to see in support services such as guided walks, nature or environment education programs? \_\_\_\_\_ 61  
\_\_\_\_\_ 62  
\_\_\_\_\_



## FUTURE ACTIVITIES

33. Would you reserve another bus this year if you could?  
1 ☐ Yes 3 ☐ Don't know 63  
2 ☐ No
34. Do you think you will reserve a bus next year if the program continues?  
1 ☐ Yes 3 ☐ Don't know 64  
2 ☐ No
35. (Ask UNLESS response to BOTH Questions 33 and 34 is No) Do you think your group would use this program again if the cost  
Stays at \$75 1 ☐ Yes 2 ☐ No 65  
Increases to \$100 1 ☐ Yes 2 ☐ No 66  
Increases to \$125 1 ☐ Yes 2 ☐ No 67  
Increases to \$150 1 ☐ Yes 2 ☐ No 68
36. Would your group plan another trip to the Santa Monica Mountains if you had to provide your own transportation?  
1 ☐ Yes 3 ☐ Not sure 69  
2 ☐ No
37. Would your group plan another trip to the Santa Monica Mountains at a different time of year?  
1 ☐ Yes 3 ☐ Not sure 70  
2 ☐ No
38. Do you think that members of your group will return to the Santa Monica Mountains on their own after this trip?  
1 ☐ Yes 3 ☐ Not sure 71  
2 ☐ No
39. Do you think that members of your group would use a regularly scheduled bus line to the Santa Monica Mountain parks if it were available?  
1 ☐ Yes 3 ☐ Not sure 72  
2 ☐ No
40. Do you have any other comments or impressions?  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_ 73  
\_\_\_\_\_ 74

THANK YOU



APPENDIX G  
REPORT OF NEW TECHNOLOGY





APPENDIX G  
REPORT OF NEW TECHNOLOGY

A thorough review of the work performed for this evaluation has revealed no significant innovations or discoveries at this time. In addition, all methods employed are readily available in the open literature.

G-3/G-4



HE 18.5 .A3 / no. 1  
UMTA-82-9  
Webb, Peter.

Recreational trail  
to the California

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